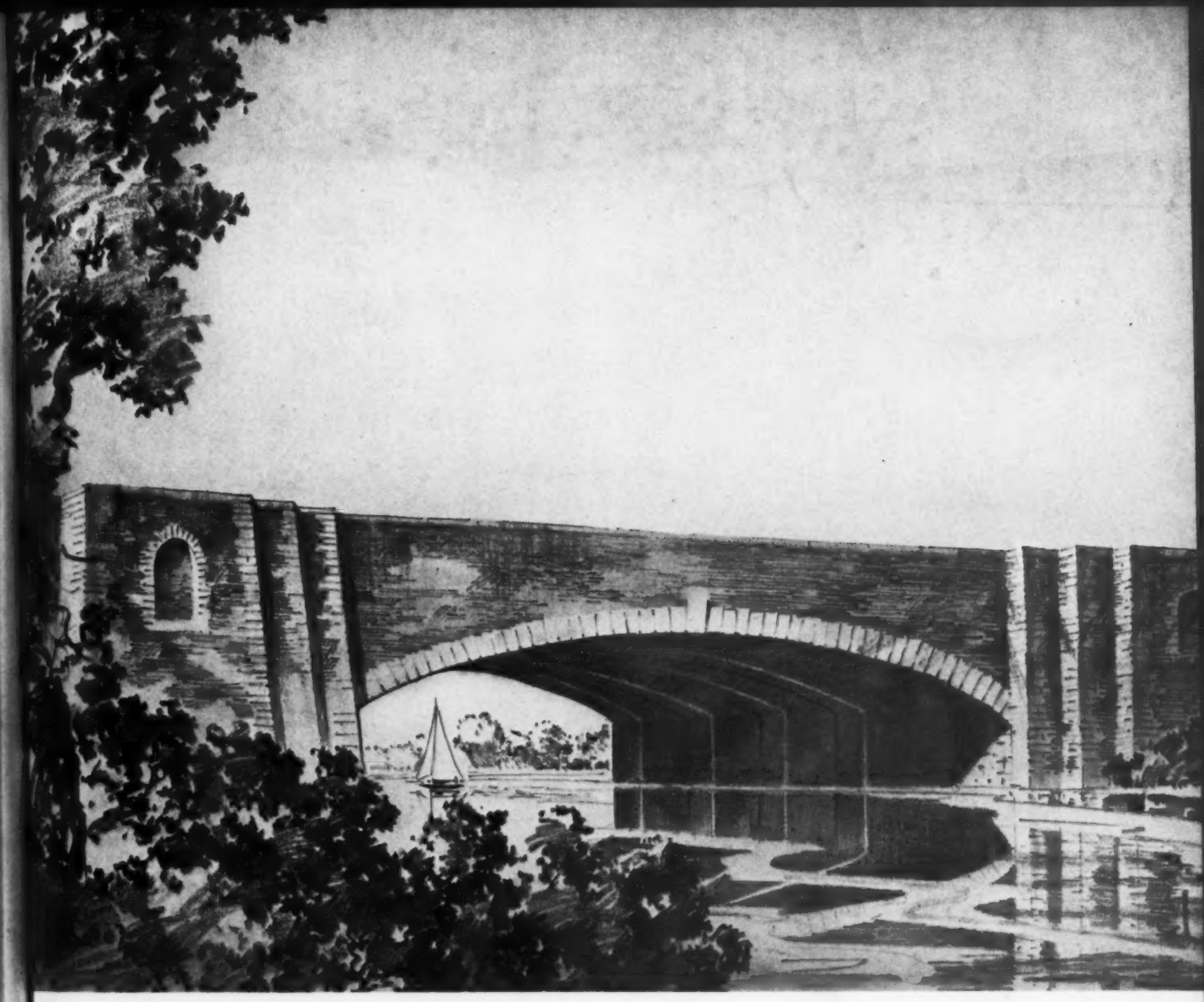

Drawing by Lester Beach Scheide, Architect, Hartford.

• Brick Industry Issue •

A BRIDGE of Connecticut brick and Portland brownstone planned by Lester Beach Scheide, Hartford architect, as one of several proposals for Merritt Parkway bridges, is a thing of beauty in keeping with Connecticut's countryside and tradition.

CONNECTICUT INDUSTRY

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L. M. BINGHAM, Editor

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SPARE YOUTH FROM THE "DOOM PROPHETS"

By E. KENT HUBBARD

Recently a Commission of Europeans, in a study of the American plan of doing things, pointed out that there are 29,500,000 American youths attending schools and colleges in this country, and that they are taught by approximately 1,000,000 teachers, the grand total of which constitutes about one fourth of our population working at which we choose to call idealistic culture. The fact that we spent in 1933 more than three billion dollars on this educational program, or more than was spent on education, according to the commission, by all other nations combined, was to its members the most amazing discovery of all their many findings.

In addition to these startling data on American education, the commission found:

That the people of the United States, comprising 7% of the world's population, had created and own more than half of the world's wealth; that they extract 60% of the world's mineral and own half of the world's communication facilities; that they possess nearly half the world's electrical energy and produce 92% of the world's automobiles, twenty-two million of which are operated over 600,000 miles of paved roads in the United States; that this small group of 7% of the world's population is able to consume with its purchasing power half of the world's annual production of coffee, tin and rubber, three-fourths of the world's silk, one-third of its coal and two-thirds of its crude oil.

This body of European scientists and statisticians also claimed that its research disclosed the fact that the American plan had produced three times as much wealth since 1776 as the whole world had been able to produce up to that time. But in spite of these astounding admissions by a group of men representing nations most critical of us, our youths upon which we are showering the fruits of that plan to the tune of three billion dollars annually, are being nurtured with the counsel of despair over the system which gave them more educational advantages than the great majority could have enjoyed under any other existing plan of political or economic freedom.

No less than Mr. Aubray Williams, head of the National Youth Administration, counseled despair in a recent speech before the State Education Convention in West Virginia when he said in part:

"We know that a vast overwhelming majority of the children born in the last 25 years will never rise above a hand-to-mouth existence; that all their steps from the cradle to the grave will be dogged by poverty, sick-

(Continued on page 23)

CONGRESS ADJOURNS

THE trek homeward by weary members of the Seventy-Fourth Congress started from Washington Saturday night and Sunday, June 20 and 21, after the end of the greatest Congressional spending spree ever recorded in peace or wartime.

Total spendings in terms of appropriations passed during the two sessions were $19,296,187,373 and with reappropriations during the past two years rise to more than $20,000,000,000.

In the closing hours of Congress which, for the most part, continued in the role of "followership" of the President, proponents of industrial control legislation tasted both of failure and defeat. Their winnings included:

1. Enactment of the bitterly debated tax measure which as finally passed after conference, more closely resembled the pattern of the House measure (the President's choice), on forcing distribution of corporation earnings than that which was originally approved by the Senate.

2. Passage of the Walsh-Healey Bill (S. 3055) which gives the federal government power to regulate the hours, wages and working conditions of those companies from whom it purchases under a contract, if those contracts are in excess of $10,000 (see General Bulletin No. 480, June 22 for specific provisions).

3. Passage of a bill placing commodity exchanges under regulations similar to those governing securities exchanges.

4. Passage of Robinson-Patman Price Discrimination Act. (Copy sent members June 20).

5. Passage of "Strike Breaker" bill which prevents the interstate transportation of any persons to be used to in any way interfere with "peaceful picketing."

6. Provision for conducting an investigation of alleged violations of civil liberties by the sub-committee of the Senate Committee on Education and Labor. The sub-committee members include Senator LaFollette, chairman, and Senators Murphy of Iowa and Thomas of Utah. Only $15,000 was authorized to conduct the "snooping" expedition but investigations and a lawyer may be borrowed from NLRB.

The proponents of Industrial Control legislation were "thrown for a loss" on bills as follows: 1. The new Guffey Coal Bill to fix prices for bituminous coal. 2. Several broad gauge federal stream pollution bills. 3. Anti-Lobby Bill requiring registration and reports from organizations and persons attempting to influence legislation or elections. 4. So-called Employee Coercion Bills to prevent employers from influencing the votes of employees. 5. Food and Drug Act Amendments. Death caused because of argument over jurisdiction as between the Department of Agriculture and the Federal Trade Commission. 6. Anti-basing Paint Bill setting up a system requiring delivered prices quotations. 7. Bill increasing investigatory powers of Federal Trade Commission which forbid "unfair and deceptive acts and practices" as well as unfair methods of competition. 8. Bill requiring all business engaging in interstate commerce to be licensed by federal government (referred to as "Federal Licensing Bill"). 8. Thirty hour week bills. 10. Bill creating little NRA's for the cotton textile and iron and steel industries.

Miscellany. Other bills of interest to industry which passed during the 74th Congress include:

1. Flood Control Act carrying authorization for appropriations in the amount of $300,572,300 for river and harbor flood control projects. It contains the declaration of policy that flood control on navigable waters or their tributaries is a proper activity of the Federal Government in cooperation with States and their political subdivisions; provides for local contributions, compacts between the states respecting flood control; directs the Secretary of War to make certain studies.

2. The Copeland-Guffey-Gibson Ship Subsidy Act dissolves the United States Shipping Board and creates a new Federal agency to be known as the Maritime Commission composed of five members appointed by the President at salaries of $12,000 each. The Act declares it to be the policy of the United States to hasten the development and encourage the maintenance of a merchant marine sufficient to carry its domestic water-borne commerce and a substantial portion of its foreign commerce and to be capable of serving as a naval and military auxiliary in time of war. It provides for the expiration of all contracts made by the Postmaster General under the Merchant Marine Act of 1928 on June 30, 1937, and transfers all powers previously vested with the Postmaster General in the hands of the Maritime Commission. It authorizes the Commission to make direct subsidies to shipowners for construction and in place of the former method of granting ocean mail contracts.

The 74th Congress received and gave consideration to approximately 18,000 bills of which about 1,500 became law, about equally divided between public and private acts. More bills were reported out of committee than by any other previous Congress. Of this large grist of bills 40 were vetoed by the President, the chief one being the bonus bill, immediately reenacted over the veto.

Court. During the sessions the Supreme Court invalidated many acts largely those enacted by the 73rd or first New Deal Congress as follows:

1. The NRA; the first Guffey Coal Act; the AAA processing taxes; the first railroad retirement pension act; the first Act to regulate shipments of petroleum in excess of fixed quotas; the Frazier-Lemke farm mortgage moratorium; the municipal bankruptcy act; and certain administrative phases of SEC. The Court upheld the Government in the devaluation of the dollar and in the Tennessee valley authority. Score 8 to 2 against the government.

Although, in a sense, there is now a "breathing spell" for business until January 1937, actually business will be laying its plans against the enactment of further hamstringing legislation which will either be legislation previously defeated and re-introduced like the second Guffey Coal Bill, Wagner Housing Bill or Copeland Pure Food and Drugs Amendments, or other regulatory measures which will be groomed by labor organizations.

Business is outwardly disappointed at the broken promises of the New Deal and, according to seasoned observers, will make that disappointment even more obvious between now and next January.

BUILDING WITH BRICK

Being The Story of Brick Yesterday and Today and What the Increased Use of this Building Material Means to Connecticut

Photos—Courtesy of Brick Manufacturers Association of America & Members

THE brick industry of Connecticut, New England, and to a certain extent that of the entire nation, has been ailing since the building boom of the early 20's. Like sinister leprosy it has slowly advanced, disabling one member after another until today literally hundreds of abandoned brickyards may be seen throughout New England and along the Hudson River. Others are scattered here and there through the middlewest in those sections richly endowed with the clays left by the recession of the great ice fields during the glacial period.

Many doctors diagnosed the case of the industry. They all agreed on the perfectly obvious, that it could go forward to health and vigor if only more bricks were used. But they held different views as to what caused the creeping illness and what the cure should be. One group claims that the industry over-expanded during the last building boom, modernizing to a point where vast over-productive facilities exist. Another is certain that more widespread publicity for the use of brick is needed to compete with the broad-gauged advertising and high pressure sales efforts of the cement and lumber industries. Still others state price cutting is the Delilah which snared Samson. Practically all are agreed that the construction industry must put on its "Ten League Boots" and multiply its pace by twos and threes before the industry can hope to prosper.

From research and conversation with seasoned brick men and architects, the writer is convinced that there is partial truth in the diagnoses of all students of the brick industry, but there are still other important factors left out. Most fundamental is the fact Americans have inherited from their early forefathers the tendency to build their homes of wood, and more recently through a two-fisted program of education, have been using concrete to a greater extent in the construction of their homes, business buildings, roads, retaining walls and sewers. Another unsuspected, but nevertheless realistic deterrent is the fact that brick layers have been demanding the highest wages generally of any group in the building trades, and have through their organizations created ill-favor for themselves and the industry in general by limiting the number of bricks a journeyman brick layer may lay up in the course of a day's work. Thus, by seeing no further than their shadow, like the once proud group of hand glass blowers, they may be now digging unknowingly their own economic graves so far as hand brick laying is concerned. When the wages and working conditions demanded by the hand glass blowers became prohibitively out of line with the consumer's idea of values, inventors brought into being glass making machinery, now used almost exclusively to give Mr. and Mrs. Consumer millions of glass containers at much lower prices than a fraction of that number where produced by hand and made by misguided and proud groups of workmen accustomed to passing on their secrets to their sons. Progress towards the satisfaction of human wants brooks no interference. Once America's appetite for brick becomes further sharpened, machines for making large brick sections of walls may be devised, thus insuring a greater amount of work for more people, but not for hand layers of brick.

However, despite all arguments of higher labor and materials cost in brick construction, the perfectly obvious fact remains that brick is man's oldest building material and judging by antique brick structures still standing in-

FLUTED brick walls of the entrance to the temple of Nabonidus, father-in-law of Belshazzar, after they were recently uncovered at Kish, Mesopotamia. Built in the 6th Century B.C. of sun-baked clay brick they stand 18 feet in height and five feet thick as evidence of the lasting qualities of brick construction.

tact for thousands of years, it is more lasting than any other building material. It requires no paint and little or no upkeep if properly laid in a home, office building, factory structure, garden wall, bridge or sewer. Authorities on brick construction present convincing proof that any additional original cost will be absorbed in a very

SUNLIGHT and shadows playing through the trees bring out the beauty of this skintled brick wall.

few years because of the no-upkeep factor. More about the substantial reasons for the use of brick later on in our story.

Early Uses And History

Some six thousand years ago some ingenious forerunner of the present legion of architects and builders fashioned a rude block of clay, and dried it to a lasting hardness in the sun. He dubbed it a brick and the name has stuck to this day. Because other commodities have been shaped the same as the first hunk of clay, dried in the sun, the ancient and dignified name, brick, has been pilfered for cheese, ice cream, butter and many other commodities formed into the same shape, but not even slightly related to the original.

In the early period of brick making the products took a great variety of shapes and sizes. Some were rectangular. Some were square, like the floor tile of today. Some were unusually long and thick. In short, there was no uniformity, and no apparent attempt to attain it. Nevertheless they were all bricks.

From the ruins of Ur,* the birthplace of Abraham, have come little ones, only an inch and a half thick, five inches wide and seven inches long. Most of the bricks of Ur were more uniformly three inches thick, and from 11 to 14 inches square. Practically all of them were sun dried, although some gave evidence of light burning. Recently at Beisan, Palestine, the Beth-Shan of Biblical mention, bricks have been found which were 42 inches long, 21 inches wide and six inches thick, showing conclusively that the ancients made their bricks to fit the special needs and stresses for which they were intended. All of which shows conclusively that in the eyes of the peoples of several thousands of years the peculiar shape or size of a brick had nothing to do with its name, but merely signified that it was a unit of clay made available for construction uses through baking in the sun or burning in a kiln.

In China—old, wise and inscrutable, yet childlike—the clay working industry including bricks and porcelain was well developed more than 3,000 years ago, in fact better developed than today. How well the Chinese made brick is attested by the fact that millions of them are still standing today well preserved in the great Chinese wall, built more than 2,000 years ago for defense against the marauding Mongol and Tartar hordes which were overrunning the country. Started in the year 214 B.C. it required a half century for thousands of workmen to make and lay the brick in the wall.

Brick walls have been built around every Chinese city of importance, and within them are thousands of brick houses. Brick has been used in the construction of pagodas, royal palaces and has gone into the homes of the rich and the huts of the poor. There is of course a difference in the quality of the brick, certain highly colored, best quality brick being used exclusively for royal palaces. Not even a wealthy Chinaman may use these unless he wants to come to grief in the noose of the hangman's rope.

In Babylon and Ur are still standing walls of sun-dried brick (not the equal of today's quality kiln-dried and burned brick) nearly 6000 years old. What testimony for the lasting qualities of building material could be more convincing? And by comparison what may one expect in longevity from a modernized reinforced brick structure?

Persian astronomy is accredited with dating back to the time of the conquest of Assyria by the Medes and Persians and tradition has it that this interest in star gazing took the form of great towers of sun-baked clay bricks shaped in the form of today's telescope. Inside each was a circular stairway, lighted by apertures through the outer veneer of the walls, which led to the top. Usually there were two observation rooms with open doors, and a finished roof enclosed by a raised brick balustrade. Some Persian savants have claimed that this upper platform was used for the rites of fire worship as well as for observation. One of these towers, pictured in a 1929 issue of Building Economy, is situated in the heart of the great salt desert on the Afghanistan border and is believed to have been built in the 5th century B.C. At regular intervals it is ringed with circlets of stone, presumably for the purpose of strengthening it. Aside from the coping and a part of

BRICK bridge underpass construction on the Mt. Vernon Memorial Highway from Washington, D. C. to Mt. Vernon, Va.

the top, it is still well preserved being occasionally used by students of science.

Europe and the British Isles are thickly dotted too by brick homes, business buildings and bridges. Giant sewers in London, Berlin, Paris and other smaller cities are built of brick, many of them being in service for nearly a century. The Romans, according to evidence in antiquities of England, introduced the art of brickmaking into the British Isles at the time of the Roman Conquest for the purpose of building military roads. It is also believed that Roman methods were adopted by the French and the Germans. And from England came early settlers to America who were familiar with the English or Roman method of brick-making by the burning process, still used to this day with improvements.

The American Scene

There are few references in early Colonial records concerning brick making. One reference in official records mentions the production of brick in Connecticut in 1635 but they were doubtless made elsewhere at the same time and perhaps earlier. Despite the abundance of clay in all the colonies the idea still prevails that much of the early brick was imported from England. This theory appears most illogical since the resourceful and independent colonists were unlikely to overlook an opportunity under their very noses. Actually the brick makers were imported, not the brick.

Brick making in Connecticut at first was only an occasional occupation, for the demand until 1750 was principally for chimneys and ovens—a very small requirement. The "Annals of North Haven" (Connecticut) refer to the industry thus in part: "The making of brick did not require a large capital or expensive plant. A bed of clay, a bit of ground, a pit, a few cords of wood and a few hundred feet of boards made up the fixtures of a brickyard. Two or three men and a boy comprised the working force. At odd and divers times, whenever the work on the farm permitted, a quantity of brick was moulded, spread upon the ground to dry, and then stacked in the 'Scoved' kiln to be burned after hog killing time."

The early colonial product was defined as a soft mud brick, and according to the manner of moulding adopted by the brickmaker, it was further defined as slop—moulded or water-struck, sand-moulded or sand-struck. It was not unusual for a brickmaker to dig the clay not greatly distant from the site of the house, sometimes from the cellar hole, and there to mould and burn the brick. Although this makeshift method prevailed largely at points distant from towns none of the early yards was overburdened with an atmosphere of permanence.

The first brick believed to have been made in a full-fledged Connecticut brickyard was produced at Governor Eaton's yard in Hamden between 1641 and 1643 at a settlment called East Farms just north of East Rock, known as Cedar Hill. Proof that the yard belonged to Governor Theophilus Eaton is shown by the official town record, which says in part after his death in 1658, "his farm by the brickkilns" was transferred to Thomas Yale.

About 1750 the first complete brick house was erected. Up until that time few were used only in chimneys, fireplaces and as underpinnings. Although many of them were made in America some are said to have been imported from England, coming over as ballast in ships.

The chief reason which held up the development of the brick industry during the first 130 years after the landing of the Pilgrims was the plentiful supply of virgin timber. Timber as a building material could be had by every settler for the taking without the expense or extra trouble of making bricks. Actually brick started to come into its own as a building material as the easily accessible supply of lumber in Connecticut lessened. Being creatures of habit and custom, New Englanders especially and Americans in general, have continued to build of wood more than with any other material. Had the land been largely clay with little or no readily available supply of timber, doubtless Americans like the ancient Chinese, Assyrians, Persians and Canaanites, would have built their homes almost entirely of brick.

BRICK garden wall built to blend in artistic color under nature's green robing.

Between 1770 and 1780, there was a veritable boom in the brick industry, and in 1774 bricks were delivered on the job for $5.00 per thousand. During this decade it was discovered that vast deposits of clay underlay all the surface along the valley of the Quinnipiac River. Brickyards sprang up like mushrooms from Cedar Hill to the center of North Haven. However, since farming was still the most important occupation brick continued to be made on a part-time basis, or when there was a lull in farm work.

Old Methods Of Brickmaking

The first of the brick made were of the so-called "water-struck" variety, all large sizes. From the bank the clay was taken to a pit specially constructed for the purpose, about 12 feet wide and two feet deep and there thoroughly drenched with water and allowed to soak over night. It was then trodden by oxen, driven by a boy, until tempered properly. Thoroughly mixed in this crude manner to the proper consistency, it was shoveled upon a table at which stood the "striker" with his molds. These were simply open frames of the proper dimensions, at first constructed for four bricks. In use, a frame was laid flat on the

table, filled with clay by the "striker" and deftly turned on edge to be carried to the "drying ground" in this position where its contents were deposited. Since the drying yard was often no more than a grass plot and such rude handling distorted the shape of the brick, the brick of a century ago as revealed by specimens of the day, were ill-formed, the majority of them showing impressions of leaves, twigs and grass which flourished a hundred years ago.

Placing a bottom on the molds marked the first real advance in the art of brick-making, giving a more shapely product. Next it was discovered that fine dry sand would "flush" the mold better than water, besides giving a firmer face to the brick. Then dimensions of the brick were reduced and the mold increased to six compartments instead of four.

Later the brickyard was made into a smooth, solid plot of ground kept free from debris and graded to drain the surface. Cleaning up the yard was followed by the introduction of the first "pug mill" or "brick machine" which consisted of an upright wooden tub, within which a spindle, thickly set with long flat knives, was turned to pulverize the clay. The spindle was fastened to a long crude sweep turned by the cattle, and later by horses when the cattle proved to be too slow. At the bottom of the "pug mill" or grinding machine was an orifice through which the tempered clay was forced onto a table directly in front of the "striker". After the mold was filled and smoothed off it was ready for the "carrier" who removed it. The "carrier" and the "striker" then constituted a "gang". At this time 5,000 to 6,000 bricks per day was considered a fair day's work.

VIEW of the inverted portion of the first brick sewer built in the Notheast recently laid in New Britain Connecticut. Connecticut-made brick were used.

With the introduction of an iron front and a system of levers to the machine just mentioned, hand striking passed away and the molds emerged filled from the machine as rapidly as one could manage them. The gang of carriers was increased from four to five and the days of rapid brick-making were on their way in earnest. Next came the introduction of steam power and the construction of the complicated brick presses, which today with their many improvements constitute an automatic brick-making machine ejecting brick in molds holding seven to eight bricks, and capable of producing as many as 81,000 bricks per day, per machine.

From open yard drying the brick industry has gone to pallet racks and steam drying, thus making it possible to produce brick 12 months in the year if necessary to meet consumer demand.

Thus the brick industry during the past century in Connecticut has gone from the cattle and horse days when around 5,000 bricks was a day's work to the present when one automatic machine will turn out 81,000 bricks of the best quality ever produced. To feed these large automatic machines a steam shovel digs the clay and loads it onto cars at the clay pit, and from there it is taken by narrow gauge railroad to a point above the machine, or "pug mill" and dumped. After being tempered and properly mixed with various ingredients such as pigments, depending upon the type of brick to be produced, the clay progresses to the bottom part of the mechanism where it is compressed into the steel molds and ejected, the molds returning automatically after the pallets are removed and sent on their way by conveyor to the drying room, after being loaded onto narrow gauge railroad cars. When thoroughly dried in the steam room they are air dried with hot air and then burned, cooled and piled up in sheds ready for trucking to the consumer.

Under the old method of burning, the degree of heat was left to the judgment of the burner who often made mistakes resulting in much waste brick through over and under burning. But today's modern tunnel burning method controlled by instruments has reduced waste brick in some cases to as low as ½ of 1%.

Connecticut's Brick Production

Under normal conditions Connecticut produces over 200,000,000 bricks annually which furnishes about 1,600,000 hours of labor not counting that required to furnish the material for the manufacture of brick. The industry also furnishes about 400,000 tons of freight and requires about 40,000 tons of fuel to burn the production.

According to the New England Brick Manufacturers Association there are believed to be 17 firms active in Connecticut which operate a total of 22 plants in the state. There is, however, some doubt as to the status of four or five of these plants which doubtless will need to be re-organized or receive financial assistance before operating again. The value of the present active properties is estimated at around $3,000,000 which running at capacity will give employment to around 1600 men with a payroll of $1,000,000, $1,500,000. As near as can be estimated now there are about 500 men employed with a payroll of $8,000 per week.

While there is at the present time a spurt of production in Connecticut among the active manufacturers, sales for 1936 are estimated at around 60,000,000 bricks, or 30% of capacity. Therefore, despite the fact that the industry is showing an improvement from 50 to 100% over any of the past four years, it has suffered tremendous losses, and must bend every effort to revive the sale of

its production especially in Connecticut, New England and bordering states, if it is to keep from further shrinkage and ever hope to become prosperous. The story of the shrinkage of the brick industry in Connecticut since 1920 is shown by the table below.

Production Of Common Brick In Connecticut 1921 to 1935

Year	No. of Establishments	Shipments Thousands	Shipments Value	Stock on Hand December 31 Thousands	Shipments Thousands	Shipments Value
1921	23	108,040	$1,363,066	(a)		
1922	19	163,969	2,265,615	(a)		
1923	26	213,324	3,494,538	(a)		
1924	25	224,548	3,330,443	72,465		
1925	25	166,552	2,397,491	45,700		
1926	24	221,476	3,166,486	51,974		
1927	26	184,478	2,531,503	61,636		
1928	22	174,089	2,456,884	58,058		
1929	20	146,458	1,763,013	57,843		
1930	17	86,048	1,134,468	45,870		
1931	(a)	86,010	956,448	48,221		
1932	12	34,175	312,963	30,365	30,560	337,975
1933	12	27,999	226,884	30,430	25,049	212,861
1934	16	33,937	359,690	29,221	34,473	384,779
1935	15			25,000	28,683	390,594

a No data

Among the companies active in the state during the past five years are included I. L. Stiles and Son, North Haven; Stiles and Reynolds Brick Co., Berlin; Donnelly Brick Co., New Britain; Eastern Brick Co., East Berlin; Tuttle Brick Company, Middletown; and the Berlin Brick Company of Kensington. Bricks are also made by other companies in Hartford, East Windsor Hill, North Haven, New Haven and Windsor.

Of these companies the I. L. Stiles and Son Brick Co., of North Haven, is the oldest, having been started around 1854 by I. L. Stiles and his sons. This company also has plants in Taunton, Bridgewater and East Bridgewater, Mass. and is the largest manufacturer of brick in New England. Beside "common brick" (meaning other than fancy colored or face brick) the company produces a number of different types of face and colored brick ranging from jet black to a sunlight yellow, making in all a range of 16 different colors. Today the company under new management and control functions under the leadership of David B. Andrews, president of the corporation, and present treasurer of the Brick Manufacturers Association of New England.

Stiles and Reynolds Brick Co. with yard at Berlin and office at North Haven was founded by Frank L. Stiles and Mr. J. F. Reynolds in 1909 to produce hollow and common brick. Both Mrs. Stiles and Mr. Reynolds had had long experience in the industry, the latter now having spent approximately 40 years in the business. The company now modernly equipped is headed by Mr. Reynolds, one time official of the Brick Manufacturers Association and always a promoter of Association activity.

The Donnelly Brick Company of New Britain was started in 1890 by M. H. Donnelly, father of the present officials, M. Henry Donnelly and S. P. Donnelly. Although started as a speculation it has since remained in the family because the founder could not find a buyer as he had planned after the plant was in operation. Terra cotta was produced for a time but on account of having to import the clay used to produce it and the strong competition, its manufacture was abandoned in favor of brick. Today the company produces the common brick, plain, faced and colored.

The Tuttle Brick Company of Middletown was started first as a side line to farming in 1842 by members of the Tuttle family of Middletown. It first made sand-struck brick, but later produced by machine methods. Today the company manufactures eight distinct shades and four distinct textures as well as a number of shapes and sizes. Being one of the victims of the over-expansion and subsequent building void periods, the company is now being operated under the direction of the Middletown Trust Company, a trustee for the bondholders.

The Eastern Brick Company with headquarters at East Berlin is a 1930 combine of three brick companies—R. O. Clark and Son Brick Co., East Berlin; C. P. Merwin Brick, Berlin; and Ætna Brick Co. of Kensington. It is now headed by R. O. Clark, whose business was started about 1900. With only one of the three plants operating at the present time it produces chiefly common brick plain and faced.

The Berlin Brick Company was started about 40 years ago by Marcus Jacobs at Kensington, Conn. to produce common brick. In recent years it has been taken over by the Torrington Building Co. It is now under the management of H. J. Castle and W. B. Waterman, both of Torrington.

Modern Uses for Connecticut Brick

Generally speaking, the modern uses for brick made in Connecticut are too well known for listing in detail. However, in recent years engineers employed by the Brick Manufacturers Association of America have done a tremendous amount of experimenting in reinforced brick work, and have developed a technique now considered sound and practical by leading engineers of the country. Obviously the result has opened up an entirely new field for the use of brick construction. Reinforced brick work is now being used in the construction of bridges, retaining walls, floors, sewers and in the construction of large office and public buildings and factories. The introduction of reinforced brick construction now makes it possible for masonry structures to have both the beauty and permanence of brick, whereas they previously had to be built with materials which were both less attractive and more subject to disintegration from the elements.

Up to the present time only a very small start has been made in the use of reinforced brick work in Connecticut. It has been used for culverts, a few small bridges, some public buildings, factories, a few retaining walls and in a new sewer recently constructed in New Britain, of Connecticut-made brick.

The brick sewer development came about only after long and arduous work on the part of the officials of the Donnelly Brick Co. in their efforts to show the municipal officials and engineers the wisdom of using reinforced brick as the most economical and enduring material for sewers. A 75 year old sewer or the first in Chicago attested the contention of Mr. Donnelly on the score of longevity and freedom from trouble. Here and there in the Middle West were others but none in the East which could be shown to the skeptical officials who had never seen a brick sewer. One of the major factors which influenced the officials to decide on brick was the opportunity of using a far greater number of workmen than possible with concrete pipe.

Using CWA labor exclusively the City of New Britain completed the first part of 1958 linear feet of 26 inch two-ring sewer at a cost of $5.20 per foot of finished sewer or less than 10% more than the cost of concrete and less than that of tile pipe in this section. Had it not been

(Continued on page 21)

THE COST OF A JOB

By WILLIAM J. CAMERON
of the Ford Motor Company

Close-up picture of the Ford Motor Company reveals $9,007.37 average investment required to put a man to work, including $2,008.55 for realty, $2,670.59 machinery, $664.78 supplies, $3,663.00 power, replacements and taxes, according to Mr. Cameron. . . . On this investment the company receives only $111.00 a year per worker, while the employe gets $1,468.85. . . . Economic health with which all are concerned is held dependent on fair profit, good wages and other prices paid.

Editor's Note. **It would be an interesting study for both management and employees if Connecticut manufacturers were to make a similar break-down of their balance sheets. Such analyses show conclusively that whatever happens to employer capital has a direct effect for good or bad upon employes.**

IF YOU were to set up business as a wood-cutter you would need an ax and a tree to begin with. Fortunately, you would not have to make your ax; the work of mining and smelting the iron, shaping and tempering the blade, forming and fitting the helve has been done for you by other men.

Two or three dollars for an ax, $10 for a tree, supplied by yourself or someone alse, and you can go to work. But there would have to be a tree, an ax and a man—the material, the tool and the labor—before there could be any wood-cutting.

Capital Behind All Jobs

If the wood were sold, a truck, a train or a boat would be needed to transport it to its purchaser. That would require further outlay of work and money. If the wood were made into paper, or finished for furniture, mills would be required, and yet more outlay. Behind any job there must be capital. Unless the tools are there, the worker cannot work. Unless a large number of people take some trouble about it, the tools will not be there.

That is the pedigree of capital, which simply means the cost of putting a man to work. Capital—not "capitalism"; we shall speak of capitalism another time. The money cost of putting a man to work is not the whole cost, by any means. Money is probably the least part of capital; the workman who puts in his energy and skill invests true capital, too. But, for a beginning, consider now the money it costs to create a modern job.

In the Ford Motor Co. the cost of setting up an average job where a man can work, is $9,007.37. When a man is employed there must be provided a place for him to work—land, the factory building and its various services—and that costs something. He must have tools to work with—modern tools are expensive. He must have materials on which to work.

The Ford Motor Company finds that for each employe at work, $2,008.55 is needed for real estate and buildings. The average cost of equipping a job with the necessary machinery is $2,670.59. Merchandise and supplies, the material on which the man and machine work, must be kept at a constant average value of $664.78 for each job. There!—you have spent $5,344 on the job already.

Of course there are other things—taxes must be paid or there would be no factory at all. And to keep up the necessary stock from day to day, to pay wages promptly, to generate the electric power for each employed man to use, and to maintain the operation of the shop between the time goods are produced and the time money for them begins to come in, require a sum of ready cash. Besides this, tools are always wearing out and needing replacement. And all together these costs run into another $3,663. Thus it takes $9,007 to set up a job—and that is a remarkably low figure, because of the number of jobs involved.

In just one way can that job be maintained for the man after it is set up, and that is by distributing what he produces. You cannot sell the real estate he uses, nor the machine he uses, nor the raw material; only what is produced on the ground, by that man, by means of those tools, and out of that raw material—only that can be sold.

The company finds that for the year ending last September 30, its total sales divided by the number of employes amounted to $6,979.49 per employe. Some one will immediately say, "Hear that? Sixty-nine hundred dollars out of a ninety hundred dollar investment every year!" That is the way politicians figure. Well, if income were all profit, yes! But every housewife knows that household income is far from being household surplus.

Take that sum which we receive for sales per man employed, and see what has become of it. Fully 94 per cent of it has gone for wages and materials; and after taxes and depreciation were paid, one and a half per cent remained for the company. That is, out of every dollar of income from sales in the year ending September 30, our own and other employes received 94 cents; the Ford Motor Company received 1½ cents. Or, one whole year's operation of the average job paid $1,468.85 to the employe who operated it, and paid $111 to the company that invested $9,000 to establish and maintain it.

That is a close-up picture of what a job costs, how it is maintained, and how the wealth it creates is distributed. It is simply a turn-over of value which, like the circulation of the blood, nourishes all the economic organs in its course. If anyone attempts to bleed it by taking unnecessary profit; if any part concerned is not fairly repaid for what it contributes; if the circulation becomes sluggish or clogged, there is economic illness. And what all of us are concerned with is economic health.

MEASURING A POTENTIAL MARKET

By H. R. GOGAY*

President, American Merchandising Service.

Editor's Note. **This is the second of a series of articles on various phases of marketing written by a man who has had more than 15 years' experience in this phase of business as well as many years' experience in manufacturing. Questions arising either from the reading of this article or future ones in the series, will be answered by Mr. Gogay in the columns of *Connecticut Industry*. Queries should be addressed in care of the editor.**

ONE of the friends that Mark Twain created for himself and mankind one day came possessed of an idea. Or, maybe, as sometimes happens, an idea came possessed of him. Anyway, his name was Col Sellars, and the idea was an eye wash that would brighten the eyes of the world and add to its happiness. The more he thought about it, the better it looked—to him. Finally he cast about for ways and means to cash in.

But how much? Was it worth while?

Thus he came to wrestle with that most interesting process which we have since learned to designate as measuring the potential market.

Yes, Sir, in America alone there are 120 million people each of whom have two eyes. Think of it, 240 million eyes, every one of which would be better for a daily wash, in fact needed it. All would grasp such an opportunity when they learned of it. The young would look brighter and the old would see better.

Facts? Why yes, each eye would require several drops. But this is only a small part of the demand. Much more is wasted than used. The total consumption would be enormous, yes, Sir, enormous, and the profits large.

For the rest of the story and what happened go to Mark Twain. It's his story and a good one. Col Sellars made a fine start, but his finish was not so good. He made the mistake so often made, he overlooked some things that limited his market and so gummed the works.

This is the point of the story—missing factors. It is safe to say that in most cases where calculations of a potential market have gone astray, it will be found that some vitally important element has been overlooked. The only safeguard is to start right at the beginning and follow through on the basis of scientific elimination.

The first question that must be answered is, whether the field about to be entered is a competitive one. Whether extension of sales must be made at the expense of existing products; or whether extension of sales lies through the development of new fields.

The extension of sales at the expense of competition presents many problems. There is the resistance of existing goodwill; a possible price war to buck and a costly educational campaign of advertising, and other factors.

Concurrently with the above, a determination should be reached as to the general character of the market. Is it a territorial one, that is based on definite localities; or on the appeal necessary to be made to the consumer; or on the use of the prduct? If it is based on the appeal necessary to be made to the consumer, then the market is usually divided according to the buying motives of different localities. If it is based on use, then changes in product may be necessary to fit the various territories. Or in the case of industrial goods the manufacturers using them may be found grouped in various localities.

When considering the above it is helpful to note, that in the final analysis, a market is really a group of people, or various groups of people and all studies should be made from this standpoint.

The next step is to locate the group or groups which compose the market.

Here are some of the factors involved: *Is the market local, national, or international? Are the groups scattered or concentrated? Is the market urban, rural, or both; if both in what proportion?*

It should be noted that all of the factors listed frequently overlap. An answer to one element may partially answer another. I have found however, it is the best practice to answer each one completely; it makes for safety.

When this work has been done, we have arrived at what one may term the "Gross Potential Market."

The next step is to define what may be termed the General Characteristics of Market in relation to a specific product.

These factors occupy a middle place between those on which the Gross Potential is based and those factors which operate to definitely reduce the Gross Potential and so limit the market. They both add and take away from the Gross Potential.

Frequency of purchase.

Is the product one that the average purchaser would purchase once a week, or once a month, or any other period?

Density of market.

To what percentage of the consumer does the product appeal? To families only, to women only, to men only, to children, or to all, and in what percentage?

Stability of demand.

Is the product reasonably free from disturbing fluctuations and trends, seasonal style, fad or price?

Receptivity of market.

Are consumers satisfied with what they now use or would they welcome something new or better?

Strong sales appeal.

Does the product have within itself a fundamental sales idea or sales appeal than can be dramatized into an interesting, sincere and powerful advertising presentation?

Now comes what is probably the most important part of the entire work, namely the identification and evaluating of the factors that limit the market, and bring the calculations into the realm of facts.

The work that has already been done up to this point, if properly performed, will disclose many limitations. Some will be quite apparent, others will be merely indicated. Every element should be carefully studied from the standpoint of digging out these limitations. One of the reasons I recommend that each element should be answered completely, even at the expense of duplication, is that a more intensive study can be made. Short cuts are dangerous in this work.

When these limitations have been identified and segregated, they can be checked against the following, and any not found brought into the picture.

Price.

This is usually the greatest single limiting factor. The first step is to ascertain the average market price, that is the price at which the majority of sales are made. It will be found that with products whose price is above the average quality appeal predominates; below, price is the determining factor.

The price factor is extremely important. Is the price determined by competition, influenced by custom; is it fixed or fluctuating; is it controlled? And equally important, perhaps more important than all, what will be the average price when the new product enters the market? Will its entry start a price war, or at best, price reductions? The work will disclose many other factors influencing the price situation which may modify product and plans.

Style.

Is style, and varying appearance a factor?

Seasonal factors.

Is demand seasonal; to what extent; can this be offset in some way?

Climate and weather.

Does this cause restriction of use partially or entirely? Does this element require different grades or qualities?

If the product is a machine, how about cost of operation, and repairs? How about production? And how do these compare with competition?

Then there is the influence of the second hand market, governmental restrictions, and periods of depression and prosperity for some products. Each product has its own particular set of limiting factors.

Then there are the elements of transportation and credit which are sometimes serious limitations of the potential market viewed from the standpoint of a specific product and a particular manufacturer.

So far we have considered what may be termed the general factors influencing the work, and establishing limitations.

In the case of consumers' goods, the specific limitations are somewhat numerous. Here is a list. Some of them can be dismissed at once, others need and demand very careful study.

Buying motives, buying habits; sex; race; religion; age; personal disabilities; prejudices; occupation; class; literacy; preferences. All of these are specific limitations of the Gross Potential.

Computation of the Potential.

We are now in a position to arrive at a reasonable computation of the *present* potential market. To do this we must know the life of the product, who uses it, how many use it, who can afford to buy it, plus the specific limitations affecting the case. This will give volume of sales in units. Multiplying this volume by the average price, or the price bracket in which the product falls, will give the value of the market.

It will be noticed that I stated *present* potential. I did so, because, even though the figures arrived at might be accurate today, there may exist trends that may substantially modify these figures for the *future* potential. The introduction of the new product itself may be sufficiently important to bring about modifications. In addition to which there is the present state of social flux which does not simplify the problem.

Reviewing the foregoing, it will be seen that there are two main phases of this work. First, the building of a gross potential market; second, the bringing of this gross potential down to actuality by a scientific process of elimination. But let me illustrate the point by considering the proposition of our friend Col Sellars. I will not take him along because an idea possessed him, which is quite a different matter to his possessing an idea.

Considering the first phase, we might decide that the market was not especially a competitive one, that sales would not have to be obtained at the expense of competitors and that the market was national in scope. On this as a basis we might embrace the entire population as our gross potential. This is what our friend did, and let it go at that. At which point he began to travel the road of Missing Factors.

Continuing however into the second phase, when we endeavor to establish the General Characteristics of the Market, we find we have to answer at least two questions: (a) Frequency of Purchase, that is, is the product one that the average purchaser would buy once a week, once a month or any other period; (b) Receptivity of Market, that is, are consumers satisfied with what they now use or would they welcome something new or better?

Sometime, somewhere, during our search for answers to these questions, if we are alert, we shall undoubtedly discover the interesting fact, that of the people capable of brushing their teeth only one in five owns a tooth brush. But what has tooth brushes to do with eye wash? Just this. Both cover approximately the same potential market; both, if used at all, would be used under similar conditions of time and place and hence are analogous. At this point the question would naturally arise: If only 20% of people capable of brushing their teeth own tooth brushes, what percentage would buy eye wash? And thus would be started the process of elimination that would result in arriving at an actual potential market or none at all. I realize that Col Sellars and his eye wash are creations of fancy. It is for this very reason I have chosen them as illustrations, for it enables one to concentrate on the principles involved free from the intrusion of an actual product.

There is one element I have not touched upon, that of Color. This factor has grown tremendously in importance during the past few years. It is of sufficient importance to warrant an article in itself, and will be discussed in the next issue under the title, "Color: Its place in Merchandising."

LET'S TAKE CONNECTICUT FOR A RIDE!

Editor's Note. **Complete details of the proposed Connecticut Industrial Train will be furnished on request through Association headquarters co-operating with Industrial Display Trains Association, Little Building, Boston. A minimum train of four exhibition cars, four Pullmans and a club car can be filled at reasonable cost by 48 to 100 manufacturers. Because of the limited time, interested manufacturers (Agricultural Groups) should waste no time in indicating their interest, or lack of it by August 1. Below is map of 6,800 mile itinerary.**

LIKE a one-man business or huge corporation any state prospers in proportion to the products it produces and sells at a profit and in the measure of prudence it exercises in financial matters.

Nearly two centuries ago, Yankee peddler salesmen blazed the commercial trail which laid the groundwork for Connecticut's first great leap into prominence industrially. Upon this romantic beginning of salesmanship in the Colonies, Connecticut products increased in ingenuity and numbers until today its versatility is scarcely equaled by any other similar area on the earth's surface.

But in her later years of industrial development new competition from a natural expansion westward, in many cases created by those trained in Connecticut shops, has arisen to slow up the expansion process. Although she produced a Barnum, the nation's first great publicist, Connecticut business in its attempts to circumvent competition, has adopted practically none of the dramatic qualities of her illustrious sons, but instead had relied upon her ability to "produce better mouse traps at lower cost" in the hope that consumers would continue to "beat a path to her door".

Within the past decade more and more Connecticut producers have come to realize the stark necessity of advertising in its various forms, but the state as a whole is still far outranked from a publicity standpoint by all of its competitors. Last year Connecticut in commemoration of her first 300 years, assembled many of her products in the Tercentenary Industrial Exhibition, and her people, including the management of the exhibiting companies, were utterly astounded at their numbers, ingenuity and diversity. Many executives remarked that the exhibition should be made permanent, while others wanted to "take it for a tour of the country".

The Modern Method

The tour idea is now available along commercial lines for an all-Connecticut train leaving about September 15, if a sufficient number of its producers desire to dramatize their products by modern publicity methods, already proved to be highly successful by several other states and by individual corporations.

Drawing on the political axiom that "As Maine Goes, so Goes the Nation", the business men of Maine decided in 1931 to inject into the blood of the Nation at large a more optimistic view of conditions generally and to bring to the Pine Tree State meritorious credit for its optimism in the face of the doldrums, and to do it by means of an Exhibition Train carrying its products, business leaders and aggressive salesmen to 20 key cities in 23 states.

With the enthusiastic support of Governor Wm. Tudor Gardiner and business leaders, the train laden with Maine's industrial and agricultural products and 125 of its leading business men and salesmen left Portland January 30, 1932. Weeks ahead of its departure publicity stories were directed to the communities on the itinerary not only by the train Committee but also by seven railroad companies over whose lines the train was scheduled to pass. The spoken as well as the written word was employed over the radio with more than a dozen stations uniting to grant time for broadcasting Maine's message to the states.

Being advised in advance of the proposed visit of the "Maine Better Business Special" organizations in all cities enroute arranged a banquet, a special tour of their city, a parade or some other form of welcome which, in itself, brought additional local publicity of incalculable value to the state of Maine.

Visiting the train were thousands of salesmen and dealers representing the companies exhibiting as well as upwards of a million consumers. In short, the two weeks trek around the nation was most gratifying, paying handsome dividends in publicity of great value which filled several scrap books and carried Maine's message to millions of

readers, radio listeners and train visitors in the 22 states. In tangible orders alone the trip more than paid the exhibition space bill for many of the exhibitors, and judging from the list of its subsequent recreational visitors and purchases, the distribution of 75,000 booklets concerning the state's agricultural, industrial and recreational resources, helped materially to tie up all other forms of publicity and swell the dividends from the trip.

On its "Seed Potato Train" in 1930 Maine collected a 1000% dividend in the state of Texas alone, for the sales to that territory increased within a year from 30 carloads to 300 carloads. In 1928, Vermont operated an Industrial Exhibition train with great success, and Colorado has for years used the train method to advertise its recreational facilities.

Last summer Marshall Field and Co., of Chicago, operated an exhibition train for its wholesale department which resulted in booking 60,000 orders with a value of $1,500,000. In April this year the streamlined "Rexall Train", featuring the products of the United Drug Company, left Boston for a 29,000 mile tour of 200 cities to return November 27. Although planned only as a convention train for the benefit of 10,000 Rexall druggists and 20,000 Rexall salespeople, and despite its lack of original appeal to the public, it was estimated at the end of the first two months that the company had received free advertising and publicity valued at $1,000,000 together with an immeasurable amount of good will and public interest along the route. In towns where no stop was scheduled, thousands have jammed the stations to see the train pass through, while in several smaller towns where stops were made, more people visited the train than live within the town limits. Parades and bands have vied with Governors and Mayors in welcoming the visiting Rexall officials. And despite the fact that conventions are held first before visitors are allowed on the train, there have been as many as 30,000 persons who have inspected the exhibits in one day.

The Plan

An industrial exhibition train consists of several exhibition cars and sufficient Pullman cars to accommodate the officials and selling force of the participating concerns. An exhibition car is about 70 feet long (a baggage car is utilized) with an aisle running down the center and exhibition spaces 2½ feet deep, lengths usually varying from 5 feet upward depending on the requirements of the exhibitor. The back wall space is utilized and the entire car decorated and arranged to suit requirements. In short it is a marketplace on wheels just as are the lowlier "push carts of New York." It is comparable in a modern way to the Yankee peddler's successful system of selling Connecticut products over a century ago.

Weeks before the train starts exhibitors would, through their branch offices, or through wholesalers and jobbers, advise all retailers handling their product on the route, of their scheduled arrival. Local buyers in each community would, in turn, be given special invitations to inspect the train during certain hours of the morning when sales talk is indulged in. During the remainder of the day, the train would be open to the general public giving an opportunity for sales representatives to show their company's brand of courtesy, friendliness and products.

A suggested itinerary idea for a Connecticut train may properly include important cities between Hartford or New Haven and Chicago, then the Twin Cities, and as far west as Denver, eastward again through Kansas, south through Oklahoma and Texas to New Orleans, and northward through the principal cities to St. Louis, and south again to Birmingham, Atlanta and home via Cincinnati, Columbus, Pittsburgh and Philadelphia. The time required would be six weeks with exhibition stops in 42 cities with a population of 22,672,826 located in 22 states with a population of 85,322,976. Both longer or shorter itineraries can be arranged if desired.

The Cost

To this vast multitude would be told the advantage of Connecticut and its products, and judging from past experience a million or more persons would visit the train and actually see and inspect these products. Through such contacts, including conversations with Company representatives, there would be established more friendly relations, certain to pay dividends. And the cost including exhibition space and a salesman to accompany the display, including his railroad ticket and Pullman tickets, in terms of advertising results, if not spot sales, (and many have more than paid their expenses by this method) is approximately 1 cent for each 13 people who would be brought into actual contact with and given a knowledge of all products. (Foregoing estimate based on past experience with Industrial Exhibit Trains). A comparison of the cost of this method of making each company's product known, with that of any other plan of publicity designed to reach so many people, without any consideration of the direct personal sales contacts, should be convincing. Adding the opportunity for sales contacts, renewing old friendships and making new ones, studying business conditions and gaining a broader perspective of future prospects in the richest buying centers of the nation, makes the exhibition train idea stand out as a still more valuable entrée to a broadened market. For to send a sales representative alone, with only a brief case full of photos and specifications over the same route, remaining in each city the same length of time, would cost as much, and he could make only a small fraction of the contacts that would result from the more convincing display of the actual products via the train method.

The Theme

Just as Maine had the theme of Better Business as a label for its train, Connecticut could focus attenion to herself by naming her rolling exhibition "The Election Special". A general theme, carried out in the decorative scheme throughout the exhibition cars and in contacts with civic groups, could be selected which would be in keeping with the pre-election atmosphere. The theme might be "The Choice of the People", accenting the point that votes were being sought in a campaign for quality merchandise at fair prices everywhere. Or the train might be called any one of several other suitable names with some worthy objective as a theme closely associated with the name selected.

It has been said by travelers that Montana is better known in New England because of its dude ranches alone than any part or all of New England with its many historical shrines, its diversified manufacture and recreational facilities, is known to the people of Montana. If that's true about Montana it is equally true about other western and southern states. No more auspicious time to get better acquainted with our western and southern neighbors could be chosen than in 1936, the first year of Connecticut's effort to build up her recreational industry. Nor could there be a better antidote to dispose of the "bogey" man of election years.

Let's take Connecticut "for a ride" in September.

NEWS FORUM

T. A. D. Jones Adds Colburn to Staff. C. M. Colburn, formerly fuel traffic agent specializing in the handling of coal and oil for the New Haven road and for 24 years connected with the "New Haven's" traffic department, has recently joined the staff of T. A. D. Jones and Co., Inc. as traffic manager. T. A. D. Jones and Co., Inc., of New Haven is one of the largest coal and oil dealers in New England, specializing in these fuels particularly for industry in Connecticut and western Massachusetts. It is also one of the oldest advertisers in CONNECTICUT INDUSTRY having used the publication continuously for nine years as a medium through which to acquaint industrial executives with its service facilities.

* * *

Death of John W. MacMorris. John W. MacMorris, 57, factory superintendent of the Chance Vought Division of United Aircraft, East Hartford, and vice president of the Industrial Bank, Hartford, died on the morning of June 6 at Hartford Hospital after a seven weeks' illness.

Mr. MacMorris, who had been with Chance Vought for nearly a year, was formerly factory manager of the Norma-Hoffmann Bearings Company of Stamford and for ten years was factory manager of the SKF Ball Bearing Company plant in Hartford. Prior to coming to Hartford he had been associated with the National Cash Register Company of Dayton, Ohio, and before that as a boy of 19, who had just migrated from Canada to the United States, he served his apprenticeship in the yards of the F. W. Wheeler Shipbuilding Company at Bay City, Michigan.

He was a 32nd degree Mason, a member of the Knights Templar, a member of the American Society of Mechanical Engineers, the Hartford Club, the Wampanoag Country Club, and a former member of the Rotary Club.

* * *

Rubber Executive To Be Transferred. John P. Coe, general manager of the Naugatuck Chemical Company, division of the United States Rubber Company, will be transferred from Naugatuck to the New York office where he will become general sales manager, according to a recent news report. It is understood that John E. Caskey, superintendent, will be made general manager of the Naugatuck plant to succeed Mr. Coe.

Mr. Coe succeeded Mr. Curtiss as general manager of the Chemical Company when it was consolidated with the Rubber Regenerating Company.

From a business standpoint Mr. Coe's greatest accomplishment while in Naugatuck has been his factory organization work, which has resulted in the raising of employee morale and the establishment of a fine cooperation between the various plant units. Himself a lover of the outdoors and the more active indoor recreational activities, Mr. Coe has constantly encouraged sports among the employees and has been the leader in several social organizations and athletic teams. Outside of business Mr. Coe gained a warm respect and admiration of the community by his activities as chairman of the district committee of the Mattatuck council, Boy Scouts, and by his work on numerous committees of the Chamber of Commerce, and on the President's ball committee.

His successor, Mr. Caskey, a resident of Naugatuck for 21 years, has also taken an active part in community life, having been a member of the arbitration committee governing the FERA, and active in the Boy Scouts and other organizations.

* * *

Knitting Firm Seeks Reorganization. The Glastonbury Knitting Company of Glastonbury, Connecticut, has recently filed a petition in the United States District Court for reorganization under Section 77B of the Federal Bank-

ruptcy Laws. The temporary order permitting the proceedings was signed by Federal Judge Edwin S. Thomas on June 12, and Attorney Benedict M. Holden, Jr., was named temporary trustee.

* * *

Death of John K. Punderford. John K. Punderford, 65, former president of the Connecticut Company, died of pneumonia at St. Raphael's Hospital, New Haven on June 11, or several weeks after he had entered the institution for observation.

At the time of his death, he was president of the Springfield, Mass., Street Railway Company and of the Berkshire Street Railway Company, having retired as president of the Connecticut Company after 11 years' service last February.

Born in New Haven July 15, 1870, Mr. Punderford attended the public schools of that city, and later was graduated from Yale in 1892. In 1894 he was named assistant engineer of the Fair Haven & Westville Railroad Company, finally becoming manager and purchasing agent. Shortly after the New Haven Road acquired the property, he was made general manager of the road's trolley companies in 1905. In 1914, he was made vice president of the Connecticut Company which controls the trolley properties owned by the New Haven in Connecticut, and in 1925 was made president.

Mr. Punderford was a former president of the Connecticut Society of Civil Engineers and of the Union League Club of New Haven, a director and member of the executive committee of the Connecticut Chamber of Commerce, a member of the New Haven City Plan Commission, the Yale Alumni Association and the New Haven Chamber of Commerce. He was a member of the Union League, Quinnipiac, Graduates, New Haven County and Automobile Clubs, all of New Haven.

His widow and one sister, Mrs. Frank T. Clark of Cheshire, survive him.

* * *

Navy Orders Vought Planes. The United States Navy has recently awarded a contract to the Chance Vought division of the United Aircraft Corporation, East Hartford, Connecticut for 54 Vought Corsair bombing planes of the "dive" bombing type. This contract is one of three which the navy has recently awarded. The Northrop Corporation of Inglewood, California, has been given a contract for 54 "dive" bomber type planes and the Curtiss Airplane and Motor Company of Buffalo, New York a contract for 83 scouting type bombers.

Although the Navy Department stated that the total amount involved in the purchases has not yet been computed exactly, considering the average of $31,000 apiece in the last Navy purchase as a basis, more than $5,000,000 would be involved.

* * *

Oppe Heads American Tube Bending Company. Charles Oppe, treasurer of the G. & O. Manufacturing Company, New Haven, was recently elected president of the American Pipe Bending Company to succeed Raymond H. Wulf who died on May 14th.

* * *

Barnum Made Head of Boiler Association. Starr H. Barnum, vice president and secretary of The Bigelow Company, boiler manufacturers of New Haven, was made president of the American Boiler Manufacturers Association and affiliated industries at its 48th Annual Meeting recently held at Skytop, Pennsylvania.

* * *

Wilson H. Lee Honored by Advertising Men. Wilson H. Lee, dean of advertising in Connecticut, is now scheduled to be the honor guest at a dinner given June 22 at the Hotel Garde, New Haven by the New Haven Advertising Club. About 25 men who were members of the club in 1911 are expected to be among the guests.

The committee arranging the dinner includes: Albie Booth, William H. Brown, Michael H. Campbell, Raymond C. Gorman, Leslie H. Tyler, Robert Robinson, Wesley W. Peters and Nathan B. Stone.

* * *

State Tax Yields Above Estimates. State Tax Commissioner, William H. Hackett, reported on June 2, that the cigarette tax which went into effect July 1, 1935, has already exceeded the estimated receipts by $800,000,

and is expected by July 1, 1936 to exceed the estimated receipts of $1,200,000 by $1,000,000.

As of June 1, Mr. Hackett reported that the new business franchise tax, in effect since July 1 of last year, has raised $2,491,160 as against estimated receipts of $1,750,000. The beverage tax under the liquor law since 1933 has raised revenue of $3,856,817, with returns for May, 1936 totalling $197,000. The new corporation tax brought in during the month of May $104,386 and the unincorporated business tax, $12,480.

* * *

Strike Ended at New London. Employees of the New England Collapsible Tube Company and the Sheffield Company, voted May 19 to accept an agreement with the management, thus ending the strike which began May 4. The proposals which were accepted by both employees and employers were drafted Monday, May 18, at a long conference of the management, strikers' representatives and the State Board of Mediation and Arbitration at the State Capitol.

Silver Bay Industrial Conference Scheduled. The 19th Annual Silver Bay Conference On Industrial Relations, conducted each year under the auspices of the Industrial Department of the National Council of Y.M.C.A.'s, has been scheduled for Silver Bay on Lake George, New York, August 19-22, 1936. The Conference, which deals not only with up-to-the-minute problems that confront industry, but also with the most modern and effective programs of human relations, has for its theme this year "Planning For Statemanship in Human Relations in Industry."

Among the chief topics to be discussed are included:

1. The Social and Economic obligations of industry, including consideration of the subject from the standpoint of the employee, the public and the stockholders.

2. Social Security legislation problems, including adjustments of industry to federal and state legislation, options of various states and problems arising out of legislation in the various states.

3. Current Industrial Problems arising out of transition from depression to prosperity condition, which include discussion of reemployment, training of supervisors, plant modernization, apprentice training and adult training.

4. Thrift Plans, which include discussion of the mutual benefit sickness associations, credit unions, insurance plans, payroll deductions for social security and consumer cooperatives.

Throughout the Conference discussions will be led by Harry N. Clarke of Cleveland, Ohio, who has led such discussions at previous conferences with great success.

The Silver Bay Industrial Conference Committee, made up primarily of industrial men who are in the thick of the problems of industry, desires more than ever this year to have in attendance a broad cross-section of industrial executive opinion from top executives to those who are connected in any way with personnel and industrial relation problems of industry. Sharing in this invitation to Connecticut manufacturers are Alpheus Winter, manager of the Manufacturers Association of the City of Bridgeport and C. S. Ching, Industrial Relations Manager of the United States Rubber Company, stationed in New York but well known in Connecticut, both of whom are members of the Conference Committee.

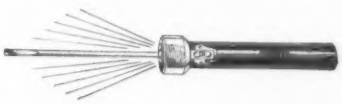
The registration fee of $5.00 for each delegate and $2.00 for each adult member of the delegate's family should be sent to E. C. Worman, Executive Secretary, 347 Madison Avenue, New York City, and requests for hotel accommodations should be made direct to the Silver Bay Association, Silver Bay, New York. The registration fee is returnable if notice of inability to attend is received before August 10th. Further details of the Conference including rates and the many recreational facilities to both delegates and their families may be secured by writing Mr. Alpheus Winter of the Bridgeport Manufacturers Association, who has a supply of Conference brochures.

* * *

Ferguson Awarded Engineering Degree. The honorary degree of doctor of engineering was conferred upon Samuel Ferguson, chairman of the board of the Hartford Electric Light Company, by Rensselaer Polytechnic Institute at its commencement exercises Saturday, June 13. Mr. Ferguson, who delivered the commencement address, is a graduate of Trinity college and the Columbia School of Mines and is widely known for many achievements in the electrical industry. Besides being chairman of the board of the Hartford Electric Light Company and of the Connecticut Power Company, he holds directorates in numerous other New England organizations, including banks and insurance companies and associations.

* * *

Stanley Introduces Flashlight Screw Driver. Stanley Tools, division of Stanley Works, New Britain, has just introduced to the trade a new flashlight screw driver, designed for use by auto mechanics, oil burner men, refrigerating service men, radio testers, battery men and individuals who may find it necessary to have a light while working in dark places. The new tool combines a light weight, handy screw driver and flashlight in one tool with



a black and amber "Stanloid" handle which holds two standard batteries and a flashlight bulb. The blade is 3/16ths of an inch in diameter and is made of the finest tempered steel, and in case of breakage a new blade may be driven into the handle. The tip of the blade is machine

cross ground to size and magnetized for picking up small objects.

This new Stanley tool is being sold by company dealers throughout the country.

* * *

Vacations With Pay for Hartford Workers. According to recent reports the Royal Typewriter Company of Hartford will grant a two weeks vacation with pay to employees with more than 20 years of service, and one week with pay to those with the company for five years or more. Arrow-Hart and Hegeman will grant one week vacations to employees with five or more years service, and two weeks to employees of 10 or more years service. Underwood Elliott Fisher Company will give vacations with pay to employees on the basis of one day for each year's service for employees who have been with the company for more than three but less than five years, while employees with five or more years service will get five days' vacation.

Pratt and Whitney division of Niles-Bement-Pond Company will grant a week's vacation with pay to employees with five or more years of service.

Veeder-Root, Inc., which began the vacation with pay movement among industrial group two years ago, will continue this year, as will several other concerns in the Hartford district.

* * *

Whittier Company Tells Enamel Story in Booklet. The Horace R. Whittier Company, subdivision of the Cooper Oven Thermometer Company, of Pequabuck, and the one Connecticut organization specializing entirely in porcelain enameling of the finer, more detailed type, has recently completed for distribution among its customers and respective users a booklet entitled "It Centers in Pequabuck", or "The Story of Whittier Porcelain Enameling". In terse, simple style, the booklet highspots on one page the picturesque little village and its craftsmen of 100 and of 50 years ago, and goes on with briefly captioned photographs to trace the development of porcelain enameling and its application in the Whittier plant from the formula through all of its production processes to the shipping room. This intensely interesting story, according to Horace R. Whittier, vice president of the company, is available to interested parties upon written request.

Up to the present time, according to the booklet, the Whittier Company has specialized on porcelain enamel dials for gas, electric and water meters, inserts for faucet handles, timer dials, small parts, thermometer dials, heat indicator dials for electrical apparatus, small instruction plates, reflectors for small lamps, textile guides for looms, novelties such as ash trays, coasters etc., signs (indoor and out), dials for gas pumps, oil gauges and scales, scale platforms, hot dish mats, name plates for manufactured products, club emblems, flower markers etc. In fact the company is equipped to make any small piece where it is desirable to have a more lustrous finish of the type which will not deteriorate.

The accompanying photographs show the Horace R. Whittier plant and its "signs within a sign", showing samples of its products which have been instrumental in attracting a considerable amount of business from companies whose representatives have a chance to see the sign while motoring through Pequabuck.

EDITOR'S NOTE. Signs of a similar type at certain other Connecticut factories are also said to be doing an excellent advertising job.

UPPER VIEW—Horace R. Whittier Company plant and sign as seen while traveling through Pequabuck from Thomaston to Bristol.

LOWER VIEW—Close-up of "signs within a sign" illustrating the broad diversification of porcelain enameled products made by the company.

* * *

Berger Quits as Malleable Iron Director. Charles L. Berger, chairman of the board of directors of the Eastern Malleable Iron Company, resigned his position at a meeting of the directors on May 20, after serving in that capacity for more than a year as successor to the late Howard B. Tuttle.

Mr. Berger came to Naugatuck from Branford in 1888 and was employed by the Tuttle and Whittemore Co., as a stenographer. Later he became an order and correspondence clerk, and then treasurer. When the plants of Naugatuck, Bridgeport, New Britain, Wilmington, Del., and Troy, New York were incorporated he was made vice president and in 1924 was named president.

He was a member of the National Malleable Iron industry board under the NRA.

Underwood To Hold School In Arbor Street Plant. With the reconditioning of the Arbor Street, Hartford plant practically completed, the Underwood Elliott Fisher Company will soon bring to Hartford a staff of regular employees numbering 50 and a temporary population numbering 275, the latter group including salesmen attending a school of instruction to be started there. The sales school will have a permanent teachers staff of 15 persons, it is reported. The school, formerly maintained in New York, will start off with a class for service men approximating 100.

* * *

State Chamber Holds Annual Meeting and Banquet. More than 500 leaders of Connecticut business attended the 1936 annual meeting of the Connecticut Chamber of Commerce held at the Hotel Bond, Tuesday afternoon and evening, May 26.

The chief speaker, Cornelius F. Kelley, president of the Anaconda Copper Mining Company defended in no uncertain terms the ideals of democracy, usually referred to as the American system.

At the business session in the afternoon President Albert E. Lavery was reelected with other officers and directors. Nelson W. Pickering of Ansonia was elected vice president, succeeding the late James T. Moran of New Haven. Since the chamber has 22 directorships, half of which expire on alternating years, 11 new directors were elected. General directors were: John H. Goss, vice president of the Scovill Manufacturing Company of Waterbury; Clifford F. Hollister, vice president of the American Brass Company of Waterbury; Charles M. Squires, assistant treasurer of the Rockville Branch of the Hartford-Connecticut Trust Company; Paul Blackburn, vice president of the D. M. Read Company of Bridgeport and Allerton F. Brooks, vice president and general manager of the Southern New England Telephone Company. Besides the foregoing general directors the following group directors were elected as follows: Lester G. Tolles of Southington, representing agriculture; Charles E. Hoyt, president of the South Norwalk Trust Company, representing banking; Frederick G. Hughes, vice president of the New Departure Manufacturing Company of Bristol, representing industry; Edgar J. Sloan, vice president of the Ætna Insurance Company of Hartford, representing insurance; John K. Punderford (now deceased) of the Connecticut Company, representing public utilities; and Joseph Christoph, manager of the Standard Oil Company branch at Hartford, representing trade and commerce.

* * *

Hartford County Association Holds Meeting. The 1936 annual meeting of the Hartford County Manufacturers Association held Thursday night, June 11 at the Farmington Country Club, elected Graham H. Anthony, president of Veeder-Root, Inc., as president of the Association to succeed Lucius Rossiter, president-treasurer of Terry Steam Turbine Company. Other officers were elected as follows: Vice presidents, Frederick G. Hughes, vice president of the New Departure Manufacturing Company and Dexter D. Coffin, vice president of the C. H. Dexter and Sons Inc.; treasurer, Phoenix State Bank & Trust Company; board of managers, the officers and Newton C. Brainard, president of Case, Lockwood and Brainard; Clayton R. Burt, president of Pratt & Whitney Company; H. Bissell Carey, president of the Automatic Refrigerating Company; Frank U. Conard, works manager of the Underwood-Elliott Fisher Company; Charles B. Cook, vice president of the Royal Typewriter Company; James L. Goodwin, president of the Whitlock Coil Pipe Company; Edward R. Grier, chairman of the board of Arrow-Hart and Hegeman Company; Mitchell S. Little, president of the M. S. Little Manufacturing Company; Joseph M. Merrow, president of the Merrow Machine Company; Lucius Rossiter, Samuel M. Stone, president of Colt's Patent Fire Arms Manufacturing Company; Charles L. Taylor, president of Taylor and Fenn Company; Charles L. Tolles, president of the Hartford Belting Company; Clarence F. Bennett, president of the Stanley Works; John S. Black, vice president of Landers, Frary and Clark; George E. Bean, vice president of the Eastern Malleable Iron Company; Fuller F. Barnes, chairman of the board of the Wallace Barnes Company, Edward Ingraham, president of the E. Ingraham Company, Stanley S. Gwillim, general manager of the Trumbull Electric Company; auditors, Samuel P. Williams and Harold D. Fairweather; appointees, Sidney E. Cornelius, manager, and Joseph E. Moody, secretary.

James S. Thomas, president of Clarkson College of Technology, chief speaker, acclaimed the accomplishments of the machine both from a material and cultural standpoint. In his defense of the machine he denounced poets and philosophers and other intelligentsia who have ridiculed our mechanized civilization.

In his annual report, Sidney E. Cornelius, manager, brought out the fact that employment in factories in the Hartford district of Hartford County is now 103 percent of normal as compared with 91 percent of normal last year, with the Bristol district showing the highest proportional gain, having gone from 101 percent of normal in 1935 to 114 percent in 1936, an all-time record.

* * *

C. B. Cook Honored by Trinity. Charles B. Cook, vice president of the Royal Typewriter Company, Hartford, was one of several outstanding men of industry, commerce, and letters to receive an honorary degree during the commencement exercises, held Monday, June 15 at Trinity College, Hartford. Mr. Cook was awarded the Master of Arts degree in recognition of his outstanding accomplishments in the field of industrial art.

* * *

Hook Speaks at Chamber Promotion Meeting. James W. Hook, president of the Geometric Tool Company of New Haven, addressed the monthly meeting of the Hartford Chamber of Commerce on Wednesday, June 17. The meeting marked the initiation of a "Forward Hartford" movement by the Chamber which desires to expand activities on behalf of the city's business and industry.

Presenting the results of a study of New Haven's economic importance in the past, its present situation and future possibilities, together with newly-compiled facts on employment and payrolls, industrial production and employment, trade activity, and other important factors in the city's rise, Mr. Hook cautioned against obtaining new industries with the use of bait, such as granting tax concessions or "making other crazy promises". He pointed out that the chamber of commerce of a city should promote the education and training of youth for useful occupations in the economic order, and lastly that the organization should supply "facts, not fiction" and maintain a never-ending study of the community's trends.

SERVICES AT YOUR DOOR

An alphabetical list of accessible services recommended to Connecticut Industry readers

HADFIELD, ROTHWELL, SOULE & COATES
Certified Public Accountants
Hartford — Stamford

KNUST & EVERETT
Certified Public Accountant
Conn. and N. Y.
15 Lewis Street — Hartford

Scovell, Wellington & Co.
ACCOUNTANTS AND AUDITORS
First National Bank Bldg.
New Haven
Offices in Principal Cities

Keeping Ahead on Quality!
Fritzell Foundry & Casting Co.
Brass, Bronze and Aluminum Castings
Tel. 8-6996 — New Haven, Conn.

Rates for this space exceptionally low

COAL
T. A. D. JONES & CO., INC.
24 hour service to Connecticut Industries
New Haven — Bridgeport

ENGINEERS—MANAGEMENT
Scovell, Wellington & Co.
First National Bank Bldg.
New Haven
Offices in Principal Cities

DIESEL ENGINES
WOLVERINE MOTOR WORKS, INC.
6 Union Ave. — Bridgeport

ENGRAVERS
DOWD, WYLLIE & OLSON
Advertising Art & Photo Engraving
106 Ann St. — Hartford

FENCING
THE JOHN P. SMITH CO.
Distributors for Page fence. Manufacturers of Wire Cloth.
433 Chapel St. — New Haven

Ask about rates for one or more of these spaces.

THE HENRY SOUTHER ENGINEERING CO.
Engineering & Chemical Service
Research Facilities for Industry
Hartford, — Conn.

L. HERES DE WYK & SON
Consulting Engineers
Designers of Machinery for the Metal, Rubber and Bakelite Industry
Tel. 784-W — Ansonia, Conn.

LEO F. CAPRONI
INDUSTRIAL ARCHITECT AND ENGINEER
Preliminary Sketches and Budget Estimates for Proposed New Buildings, Alterations and Additions
742 Elm St. — Tel. 8-3438
NEW HAVEN

...Listing

Copy for listing in this department must be received by the 15th of the month for publication in the succeeding month's issue. We reserve the right to refuse any listing.

FREIGHT FORWARDERS
PITT & SCOTT CORP.
Foreign Freight Forwarders
27 Beaver St. — New York City

WALKER SERVICES INC.
Foreign Freight Forwarders
Pier 14 North River — New York

INSURANCE
AMERICAN MUTUAL LIABILITY INS. CO.
Workmen's Compensation Ins.
Boston - Bridgeport - Hartford

PLATERS SUPPLIES—CHEMICALS
APOTHECARIES HALL COMPANY
Established 1849
WATERBURY, CONN.

Rates for this space exceptionally low

PRINTERS
THE CASE, LOCKWOOD & BRAINARD CO.
Printers and Binders
Trumbull St., Hartford

RECORDING INSTRUMENTS
THE BRISTOL COMPANY
Recording and Controlling Instruments
Waterbury - Connecticut

TRANSPORTATION
AMERICAN-HAWAIIAN STEAMSHIP CO.
Coast-to-Coast Freight Service
New York — Boston

DOLLAR STEAMSHIP LINES, INC., LTD.
Inter-coastal—Far-East and Mediterranean freight steamer Service
New York — Boston

Ask about rates for one or more of these spaces.

DEPARTMENTS

Accounting Hints for Management

Contributed by Hartford Chapter N. A. C. A.

Distribution of General "Burden" to Departments. Two major objectives are to be considered in the accounting for the various classifications of plant overhead. First, management needs a clear picture of what the burden costs are, and second, these burden items must be allocated to the goods produced. Both are important: Management bears a definite responsibility to operate effectively, and the goods produced must bear their just share of the plant burden.

To meet these requirements it is essential to provide for:

1. A complete analysis of the underlying charges;
2. A well rounded set of distribution principles based on long range possibilities;
3. A flexible scheme whereby inequalities resulting from temporary abnormal conditions are tempered to bring out true costs.

If it is possible to charge operating departments only with those burden items under their direct control, one of the greatest problems of accounting will be well started toward solution. Budgets are simplified to the extent that the Foreman gets only that part of the expense for which he is accountable. The smoke screens which are set up and arguments which follow pro-rates to cover up the more important items of departmental expense, are familiar to most accountants. Do not cloud up an issue of departmental expense with office boy costs when the Foreman cannot do anything about it. Rather departmentalize to the point where control really exists; then hold that department strictly accountable for its costs. An example is Power costs where the Power engineer is held responsible for not only the cost of producing power but also its economical use in the various consuming departments. Who is in a better position than he to control the various leaks which occur?

When standard process commodity costs are used, departmental burden may be distributed to commodities on a variety of bases. Among them are:

Standard hours or production
Yearly capacity standard hours
Machine Hours
Floor space
Number of employees

All or any of these may be used and they may be modified by changes when it is possible as it often happens that a part of one department may be charged direct to one commodity without a pro-rate.

The accountant must be alert to sense changes in methods or shifts in volume which will distort the distributions. When X commodity volume drops sharply and production increases we must follow through to determine that X still gets the part of the burden which rightfully belongs to it or we will find ourselves overcharging Y. Analyses under such conditions usually bring out the necessity for tempering fixed rates.

The end should always be toward a minimum of burden. Our records should leads us to this end. Let's have them clear, definite, and place responsibility where it belongs.

Foreign Trade

Italy Revises Trade Regulations. Announcement has been made by the Italian press that effective from April 1, 1936 revised regulations governing the importation into Italy of foreign goods against the equivalent exportation of Italian products will be made only in accordance with a list of 7 groups of commodities, each group containing both import and export products. In general, export products can only be compensated against the import products listed in the same group, although exceptions may be made in the case of designated Latin American countries. Compensation trade operations may, in general be "direct", that is, involving only two countries, or "triangular" involving three countries, with certain exceptions where triangular operations are not permitted. The Association is now in possession of the above list containing the 7 groups of import and export products which may be bartered against each other on an equal basis.

* * *

Spain Decrees a New Surtax. Effective from May 30, 1936, Spain has established an import surtax at rates ranging from 5 percent to 20 percent of the duty which are applicable under approximately 1432 of the 1540 items of the Spanish import tariff.

The principal products of interest to Connecticut industry and the rate of import surtax follow:

1. Leather belting and certain iron bars and plates—5 percent.
2. Iron and steel furniture, milling and textile machinery, agricultural machinery, printing presses—10 percent.
3. Dynamos and motors, storage batteries, cables, electros, industrial soaps, paints and varnishes—15 percent.
4. Phonographs, parts and records, scales, typewriters, calculating machines, cash registers, automobile parts and pharmaceutical specialties—20 percent.

* * *

Poland Establishes Foreign Exchange Control. On April 26, 1936, the Polish Government passed a decree, effective April 27 which added Poland to the list of countries restricting the purchase and sale of available foreign exchange. The provision of this decree and all regulations thereunder apply to the free city of Danzig as well as to all foreign countries, but the prohibitions and restrictions do not apply to the Bank of Poland.

The scope of the decree is broad, extending to all forms of "transactions in foreign instruments of payment", complete details of which are too lengthy for reproduction in these columns. They are available upon request from the Foreign Trade Department of the Association.

* * *

Australia Raises Import Duty. Provisionally effective May 23, 1936, are new Australian import duties on a wide range of goods which, while they affect United States

exports to the commonwealth materially, do not affect Connecticut exports nearly as much as the proposals making certain products from non-Empire sources subject to import licenses. The desire to give increased preference to United Kingdom products was frankly admitted as the motivating force behind this action.

Of interest to Connecticut industry are new rates on cotton and artificial silk piece goods which have been changed in form from an ad valorem basis (25 and 40 percent ad valorem respectively) to a specific basis as follows: 2¾d. per square yard for unbleached cotton piece goods, 3d. per square yard for bleached cotton piece goods, 3½d. per square yard for printed, dyed or colored cotton piece goods, and 9d. per square yard for artificial silk piece goods whose value for duty is over 7d. per square yard.

* * *

Foreign Trade Week Observed. Officially observing National Foreign Trade Week, the Association's Foreign Trade Committee and the Export Managers' Club of Hartford met in a joint meeting Friday evening, May 22, at the University Club, Hartford.

William H. Spencer, export manager of Sargent and Company and the Association's representative on the board of directors of the National Federation of Foreign Trade Associations, was the principal speaker, addressing the meeting on the subject of "Is Foreign Trade Worthwhile, A Few Leaves From An Experience Of Over 30 Years". The excellence of his speech combined with a very interesting discussion contributed toward making the meeting one of the most successful in the history of the Association's Foreign Trade activities.

Harold W. French, secretary of the Bridgeport Export Managers' Club, read a letter of congratuation to the Hartford Export Managers' Club from Walter Wyman, president of the Boston Export Round-Table and a member of the New York Export Managers' Club.

H. F. Beebe, export manager of the Winchester Repeating Arms Company, New Haven, presided. Others present included H. G. Reinecke, L. B. Hough, A. Ribadeneyra, Wm. H. Spencer, H. W. French, R. H. Miller, H. G. Farwell, and E. H. Long of the Foreign Trade Committee; John D. Garrett, chairman, H. C. Bowman, G. W. Frantzen, R. C. Kingsbury, W. R. Becher, A. P. Keeler, W. D. Ball and W. G. Howells of the Export Managers' Club of Hartford. Guests present included J. Gabriel of Peck, Stow and Wilcox Company, Southington; O. G. Knapp and W. D. Wallace of Clark Bros. Bolt Company, Milldale; A. Bordes, The Bassick Company, Bridgeport; and C. S. Burr of C. R. Burr and Company, Manchester.

Transportation

Hagarty To Direct Motor Carrier Act. R. K. Hagarty of Bridgeport, manager of C. Rickard and Sons, truckers, of that city, has recently been appointed regional director of the Motor Carrier Act in District 2, comprising New York, New Jersey and Connecticut. The new appointee's office to be staffed with about 40 men working under Mr. Hagarty, is located in New York City. He will receive $5600 a year and will be assisted by two supervisors to be paid $3800 each annually, one of which may be a Hartford man.

Old Colony Road to Reorganize. Federal Judge, Carroll C. Hincks accepted on June 4 a petition of the Old Colony Railroad to reorganize "in connection with, or as a part of the plan of the New York, New Haven and Hartford Railroad." The reorganization will be carried out under Section 77 of the National Bankruptcy Act.

The application set forth that the Road, organized in 1872 by union of the Old Colony with the Newport Railway Company and the Cape Cod Railway Company, "having no funds, no equipment and no organization to resume operations on a separate basis," concluded its interests could best be served by continuing along with the New Haven after an acceptable reorganization plan had been agreed upon. Further petition stated: "The Old Colony has debts of almost two million dollars falling due this summer and is without ability and funds to meet these or to borrow to meet them, and desires to reorganize in connection with or as a part of the plan of the New Haven."

* * *

Adley Express Company Merges. The Adley Express Company of No. 5 James Street, New Haven, merged with the Bay State Carloading Company of Massachusetts, and the John J. McCarthy Company of Taunton, Massachusetts on June 12, forming one of the largest trucking companies in the country with $1,000,000 capital, according to a recent announcement. The new combine, it is understood, will concentrate its business efforts on the eastern seaboard. If the merger is approved by the Interstate Commerce Commission it will be second in size only to the vast Keeshin interests.

No name has yet been selected for the new concern, but it has already been decided that headquarters will be located in New Haven. The company will employ 700 persons and 350 trucks, and will have terminals located in the more important cities of the east. Officers of the company will be John J. McCarthy, president; M. I. Adley, executive vice president and general manager; Daniel J. Adley, vice president in charge of operations; M. L. Bernhardt of New York, vice president in charge of the New York division; Charles McCarthy, secretary and Louis A. Johns, treasurer.

* * *

Railway Express Offers Overseas Service. The Railway Express Agency working in connection with Air Express International Agency, Inc., has recently worked out plans and tariff for overseas express shipments via the new "Hindenburg" trans-Atlantic service.

The rates from New York to European destinations via the "Hindenburg" start with a minimum charge of $7.50 per shipment. The London rate, for instance, is $1.65 per pound, minimum $7.50 per shipment. If insurance is desired, it may be had for the rates quoted in the Air Express International Agency, Inc., tariff No. 4, plus 1 and ¼ percent of the value. In addition to the rates shown in this tariff, shipments receipted for by the Railway Express Agency will either be sent by rail from point of origin to Lakehurst, New Jersey, or if from one of the company's airport offices, such as Hartford and New Haven, will be flown there at regular rates for rail or air as the case may be.

New England was represented with a number of shipments on the first flight of the "Hindenburg", according to A. L. Hammell, general manager, of the Railway Express Agency. It is scheduled to make 7 more flights during the summer after June 22.

Differential Rates To Central Territory. Norris W. Ford, traffic manager of the Association appeared before the Interstate Commerce Commission in Washington, June 2, in support of carriers' petition (Central Vermont Railway and the New England Steamship Company) for modification of the Commission's recent order which denied the Central Vermont Railway and the New England Steamship Company the right to maintain from New York, N. Y., to Chicago, Illinois, and Milwaukee, Wisconsin, during the season of lake navigation, the same rates as the corresponding standard lake-rail rates, such as are permitted in the case of steamship lines operating from New York through the Hampton Road ports on their summer traffic. Unless the carriers' petition to establish these rates is granted the result will be a serious adverse effect on the New England Steamship Company and the Central Vermont Transportation Company, which will be reflected in the service available from stations in Connecticut via the differential rail routes. Mr. Ford is of the opinion that the carriers' petition will be granted.

BUILDING WITH BRICK

(Continued from page 7)

for the handicap of using inexperienced foremen and men, none of whom had ever before laid brick in a sewer, and for the further costly practice required by CWA rules of frequently changing to green crews, the cost would have been comparable to concrete. However a difference in cost of even 15% to 20% would soon be offset, according to brick authorities, because the sanitary waste and sewer gas combined are highly detrimental to concrete while having no effect upon clay brick or vitrified clay pipe. Since experience during the past 50 years has taught that design and permanency stand far above first cost as paramount considerations city engineers of Connecticut and other eastern municipalities will find much of vital interest in "Part 1—Plain Brick Masonry" pertaining to the history and construction of brick sewers, published by the Brick Manufacturers Association of America at Cleveland, O.

Brick for the first time in the history of this country are being looked upon with greater favor than ever before as an excellent material for bridge construction. With the new technique of brick reinforcement perfected, they possess the three qualities needed in today's modern bridges—utility, safety and beauty, the last to a greater degree than any other type of building material. They can be used for the entire construction of a bridge or in combination with stone and concrete, being used in the latter case for parapets, archways and buttresses. In Connecticut an excellent combination to attain the highest in architectural beauty combined with maximum strength and minimum upkeep would be that of Portland brownstone and Connecticut brick.

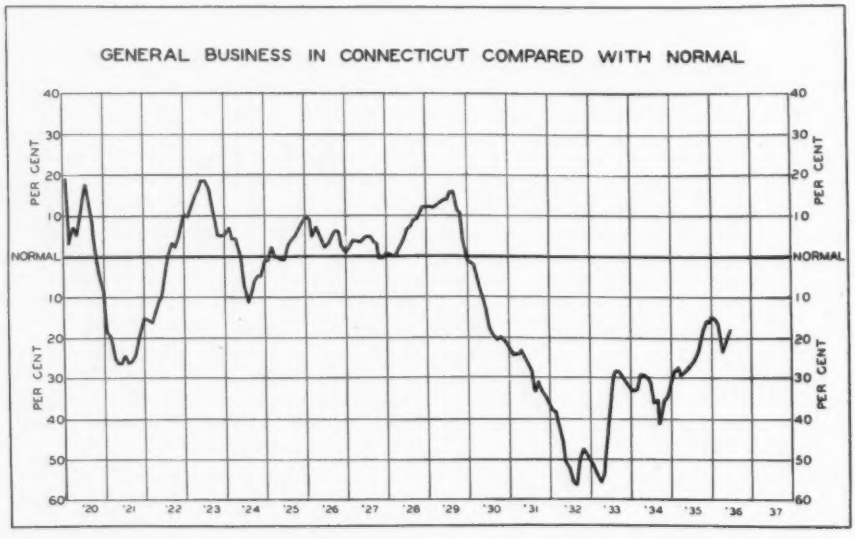
Connecticut's highways, famed throughout the country for their quality and roadside beauty, could be made still more attractive if the State Highway Department adopted the practice of using the state's own building materials—brick and stone—in constructing all future bridges. Not only is this type of material more in keeping with the rich historical landmarks and traditional background but its use would help materially two struggling industries, themselves a worthy part of the historical background. And in the long run the cost to the state would be less than with the glistening white all concrete structures, admittedly out of step with the quaint charm of Connecticut and other New England countrysides and villages. With Connecticut this year starting its bid, along with the other five New England states, for a slice of the nation's recreational business, highway bridge and roadside beautification become factors in enticing the return of guests. Virginia which has recently launched in a big way her campaign for tourist business is building many bridges of brick or combined with stone and concrete, with the former as the quiet distinctive touch in keeping with the state's rich historical background.

A more auspicious beginning for Connecticut, desiring to impress visitors at her western gateway, cannot be conjured superior to that of treating the motorist with a feast of 40 to 50 brick and Portland brownstone bridges as he speeds eastward a year or two hence over the new four lane Merritt Parkway from the New York border to Bridgeport. It would be a sight which would always remain a lasting and favorable impression of Connecticut enticing him back in future years and with him or because of his glowing descriptions the new faces of his friends or neighbors. The beauty and strength of this accomplishment would likewise engender among industrial companies the desire to add beauty and fireproof features to utility in future buildings by employing reinforced brick construction. Prospective homeowners would also be impressed, and would investigate the advantages of brick and stone construction beyond its beauty, to learn that besides being comparable in first cost with other types, are fireproof, termite proof and when properly constructed will withstand tornadoes and earthquakes as already demonstrated in California quakes and Florida hurricanes. Like a pure bloodstream in the human body a foresighted reinforced brick and stone bridge building program by the State Highway Department would bring economic health to two industries and with it more recreational business, beneficial to all citizens, and satisfactions in beauty and finance to those who will follow the State's example by constructing their homes from man's oldest and most permanent building material—clay brick.

BUSINESS PATTERN

General Summary. Further recovery in general business activity occurred in Connecticut during May. As a result, the business index advanced to 18.0% below normal compared with 20.1% below (revised) in April. The improvement was comparatively widespread, advances in manufacturing activity and construction being paralleled by expansion in retail trade. The only index to show contraction was freight carloadings which although lower for the month as a whole was higher at the end than at the beginning and in the first week of June registered further recovery. The number of man-hours worked in factories in seven cities advanced over April contrary to the usual seasonal trend. Factory employment also enjoyed a contraseasonal rise. Activity in cotton mills increased sharply prices. Output of electric power and lumber rose sharply over April. Automobile production, according to preliminary figures, declined about seasonally; consumer demand, however, was above predictions made at the beginning of the year. New orders for machine tools declined 5% from the high April total but were 62% above May 1935. For the first five months of 1936, new machine tool orders exceeded those placed in the same 1935 period by 79%. During the first half of June, the weekly business index of the New York Times advanced irregularly and averaged higher than in May.

In the four weeks ended June 6, wholesale commodity prices displayed a relatively firm trend, the composite index of the Unitel States Bureau of Labor Statistics show-



following the depressed conditions of the preceding two months, the index for this industry standing at -26% in May against -41% a month earlier. Metal tonnage carried by the New Haven Road continued the upswing that got under way in April and rose 5.5 points to 23% below the estimated normal. Construction work in progress also advanced further to approximately 55% below normal. Conditions so far in June have been encouraging. Apart from the rise in carloadings mentioned above, manufacturing operations in two cities are reported to be on a higher level than existed in May whereas usually there is a seasonal decrease of almost 1%.

In the United States, general business activity during May made further headway. Production of steel and pig-iron was increased over April as the result of a well diversified and sustained demand from the heavy goods industries. Steel ingot output was only 10.8% below the estimated normal. Data available for the first half of June indicate that the level for this month is probably within 5% of normal although in this instance larger production may be at the expense of later months because of the anticipation of requirements in advance of posted increases in ing only irregular fluctuations during that period. The prices of farm products and foods rose 0.4% and 0.9%, respectively; all other commodities decreased 0.3%. Compared with June 8, 1935, wholesale prices on June 6 this year were 1.9% lower.

According to the index of the National Industrial Conference Board, the cost of living increased 0.4% in May over April due to advances of 0.8% in food prices and 1.6% in the cost of rent. The increase in the latter item has been rapid in the last two months and since last December has amounted to 5%.

Financial. Business failures in Connecticut during the four weeks ended June 6 numbered 4% fewer than in the corresponding 1935 period and gross liabilities of failures also decreased. The number of new corporations formed fell off 23% in the same four weeks. Real estate activity experienced a pronounced rise during May and early June and was higher than for any corresponding period since 1931. The total volume of mortgage loans was slightly below the 1935 level.

Construction. Building activity continued to expand during May and June, the number and value of building permits running 30% and 73%, respectively, ahead of last year's totals. Work was started early in June on an addition to the plant of the Pond's Extract Company in Clinton which will provide 50,000 square feet of floor space.

In the United States, new construction in May, according to available data, decreased somewhat more than seasonally from April due to the reduction in public work and other non-residential construction. Contracts awarded for new residential buildings expanded further, the total for the month apparently reaching the highest point in almost five years.

Labor and Industry. The index of the number of man-hours worked in factories stood at 12.7% below normal in May against -14.0% in April and -26.3% in May, 1935. The index of factory employment advanced to -7.4% compared with -8.5% (revised) in April and -11.8% a year previous. In Bridgeport, man-hour activity fell off slightly but was 11% ahead of a year ago. In Hartford, New Britain and Bristol, increases in the rate of operations occurred contrary to seasonal precedent; compared with May 1935, gains were reported of 27%, 20% and 15%, respectively. New Haven plants were slightly less active than in April but the number of man-hours worked was 15% higher than a year earlier. Employment in eight Waterbury brass factories and in Torrington concerns showed minor changes from the previous month and an expansion of about 10% over May, 1935.

Employment and payrolls in manufacturing establishments in the United States both increased in May according to available reports. In previous years, the April to May trend has been downward in the case of employment and moderately upward in factory payrolls.

Trade. The index of sales by department stores compiled by the Federal Reserve Board rose to 88% of the 1923-25 average in May from 81% in April. As an average daily basis, the volume of sales ran 16% ahead of a year previous. Reports for the first half of June pointed to further expansion in trade.

Transportation. The index of freight carloadings originating in Connecticut cities declined 0.7 points in May to 25.2% below normal but was slightly above the May, 1935 level. The number of freight carloads of building materials on the New Haven Road increased more than seasonally in May and was 43% above the same 1935 month. Shipments of automobiles fell seasonally from the high April level. The movement of merchandise in less than carload lots was 7% under the previous year. During the first week of June, average daily loadings originating in Connecticut increased sharply over May and were 11.6% above the corresponding period last year.

Editor's Note. **The column of book reviews, titled "Between Courses", which has been published in the right hand column of the second page of "Business Pattern" for the past several months, has been discontinued for the summer months, but will appear again starting with the October issue.**

SPARE YOUTH FROM THE "DOOM PROPHETS"

(Continued from page 1)

ness and insecurity. Yet in spite of this we cling with desperate tenacity to this fond illusion of political freedom. . . . Professional and intellectual honesty decrees that you shall tell your pupils that 70% of our people must live below the standard of decency; that nearly half of the national wealth is concentrated in the hands of less than 2% of the population; that millions now employed will never find jobs again; that their chances of gaining economic freedom are stacked four to one against them."

Mr. Williams and those who share his brand of "professional honesty" are reminders of the days when a dog, howling mournfully in the moonlight, was believed to be the signal that some one in the family or neighborhood was either dead or going to die shortly. If the dog happened to be a confirmed howler, natural forces continued to feed that fire of superstition by occasionally removing a good neighbor. But when the dog howled and death failed to occur, few who subscribed to the superstition were honest enough to admit that they heard his mournful music.

The "fond illusion" tag which Mr. Williams and his fellow sufferers have pinned on the American Plan to drive youth, through despair, to cast off their "birthright of freedom" for a "yoke of bureaucracy" is the same stamp of dog howling, graveyard nonsense that has worried and often wrecked the lives of many young men of all generations. While this group of "doom prophets" insist that youth must always have ample evidence to prove his points in the classroom or elsewhere, for themselves they reserve the right to dub the most convincing economic and political evidence in history a "fond illusion". To make matters worse they recommend the same old governing principles, only in different combinations, which our forefathers fought to escape, and under which no nation has prospered in like proportion to the United States. Although by no means perfect, our American Plan has distributed the good things of life in greater abundance to more Americans than to any other group of people on the face of the earth.

Let us of the older generations, who were once discouraged at our youthful outlook on life, learn the "catechism of American accomplishment", and take the time to repeat it to youth again and again with the recommendation that he keep open the gates of freedom which have made our accomplishments possible. Let us urge him to set traps, instead of burning the barn, to rid himself of the bureaucratic parasites who would eat up more and more of his substance without giving him anything in return, or even a vestige of freedom to earn more with which to replenish it. Above all, if we would spare youth from the "doom prophets", let us counsel him that there is opportunity everywhere for the "Go-Giver" who serves well enough to earn a profit either for himself or an employer; that although our geographical frontiers are gone he will find even greater opportunity to devote his life to fields of exploration in the sciences, professions, business or social justice; that if he would advance himself he must become an intelligent appraiser and researcher trying new ways and new things, but always holding fast to those principles tried and true which have given him the political freedom within which he may work out the best pattern of life of which he is capable.

Service Section

On account of space limitations, the material and used equipment items offered for sale by Association members have not been classified by sizes or usage best adapted. Full information will be given on receipt of inquiry. Listing service free to member concerns. All items offered subject to prior sale.

materials for sale

CONDULETS and fittings, remnants of covering materials—velours, velvets, mohair, tapestries, denims, chintzes, and cretonnes, semi-finished and castellated U. S. S. nuts, pulleys, flat and crown face-steel and cast-iron; new shaft hangers, brass wire, brass rods, aluminum tubing, cold drawn steel—mostly hex; miscellaneous lot of material used in the manufacture of molded rubber parts and flooring, knife switches —new and many sizes; carload C. I. drop bases; lead pipe, lead sheet, acid proof pipe fittings, 124 bars screw stock varying thicknesses and lengths, white absorbent tissue process from cotton, rotary convertor colors and dyes—large anneal copper with high silver content in rolls J. H. Williams' wrenches variety, lacquers—several hundred gallons in assorted colors; and soft in assorted sizes.

equipment for sale

ACCUMULATORS, annunciators, baskets, beaders, beamers, bearings, belt stretchers, blowers, boilers, braiders, bronze runners, cans, cards, woolen; car loaders, chain, chairs, chamfer, clocks, time recorders; clock systems, colors and dyes, compressors, condulets, convertors, conveyors, cookers, cooking utensils, doublers, draftsman's table, drop hammers, drops, board; drums, drying racks, dyes, engines, evaporators, extractors or percolators, fans, filtering carbon, folders, forming rolls, frames, furnaces, gears, generators, grinders, grindstones, grinding wheels, guiders, headers, lamp shades, lathes, lifters, looms, De Laski circular; machines, automatic; machines, calculating; machines, compressing; machines, dieing; machines, drilling; machines, filing; machines, filling; machines, folding; machines, knitting; machines, mercerizing; machines, milling; machines, pipe-cutting and threading; machines, pleating down; machines, riveting; machines, screw; machines, threading; machines, tongue and groove; machines, washing; mercerizer equipment; millers, mixers, mills, mills rubber; mixing rolls, motors, oil circuits; oven drawers, paints and lacquers; panels, planers, plungers, pointers, presses, profilers, pulley drives, pumps, reamers, receivers, rheostats, safe cabinets, saws, scales, screens, seamers, shapers, shears, spindles, spinning mules, steam tables, steam warmers, stitcher, 192 monitor corner box switches, tables, tanks, toilet equipment, trucks, ash can; tube closers; wire, wire screw and yarders.

for sale or rent

FOR SALE. One No. 94 Monarch Oil Burning Furnace, 2,000 lbs. capacity, complete with all accessories including electrical equipment. Address S. E. 90.

FOR RENT. In Hartford, Connecticut, units of 5,000 to 16,000 sq. ft. in fully sprinklered modern building suitable for light or heavy manufacturing. Elevator, heat, watchman service included in rental. New York, New Haven and Hartford Railroad siding available. Out of flood area. Will rent at reasonable rates. For particulars apply to Billings and Spencer Company, Nelson Smith, 75 Pearl Street, Hartford, or your own broker.

FOR SALE. Empty casks by car load or truck load. Size approximately 40" long 34" diameter. 7/8" staves and 1" heads. One head removed but included together with the hoops in the cask. Suitable for repacking any heavy material up to 2,000 lbs. Price very reasonable depending on quantity. The Geo. A. Shepard & Sons Co., Bethel, Connecticut.

FOR SALE. Ideal water-front property with dock and railroad spur on Quinnipiac River, New Haven. Location excellent for erection of bulk oil or gasoline storage plant, or for manufacturer desiring direct outlet and inlet for water-borne tonnage. Address S. E. 92.

FOR SALE. Bliss Gang Press in good condition. 100" between uprights Equipped with punches and dies. Can be seen in operation. For sale very reasonable. Waterbury Mattress Company, Benedict and West Clay Streets, Waterbury, Connecticut.

PATENTS FOR SALE. Patents are offered for sale or on a royalty basis as follows: A unique bridge score pad holder made of metal which will easily swing out of the the way of players; keyhole guard to prevent removal of key from lock casing; transparent spherical puzzle especially unique in design and entirely new in conception—a good 5 & 10, or gift shop item if made on a quality basis. Full details will be furnished on request by addressing CONNECTICUT INDUSTRY, S.E. 93.

wanted to buy

NEW PRODUCTS WANTED. A well equipped established Connecticut manufacturer wants to acquire additional lines of metal products or tools having a normal manufacturing season during the summer and early Fall months. Would prefer an established line that can be distributed through the hardware trade. Address your offerings to S. E. 89.

employment

ACCOUNTANT AND PRODUCTION PLANNER. Married man, 34 years of age who has training in higher accounting, cost accounting and business administration and experience covering a period of 13 years in planning and production work, manufacturing costs and supervision work desires position in Connecticut or New England in answer to his capabilities. Responsible recommendations furnished on request. Address P. W. 321.

COST AND FACTORY ACCOUNTANT. Young man, age 29, High School and Business College education seeks position as accountant. His experience has been in cost and general factory accounting. Desires position with CPA firm or manufacturing establishment in Connecticut or New England. Address P. W. 323.

ENGINEER—CONSTRUCTION & MAINTENANCE. Yale Sheffield graduate 1913, 5 years experience in outside construction, waterworks building construction, etc., 17 years in factory construction and maintenance, desires position as maintenance or construction man due to change in set-up of his present employer. References furnished upon application. Address P. W. 324.

COST ACCOUNTANT. Age 28, High School and College. Eight years' experience production and payroll work. Available at once. Operates Comptometer. References. Address P. W. 325.

SITUATION WANTED. Electro-plater with 26 years of practical and theoretical experience with all known plating solutions and finishes on all kinds of metals wants position. Executive ability. High grade references. Address P. W. 326.

EXECUTIVE. Man with very broad executive experience qualified to fill position as manager, treasurer or accounting manager seeks a connection in Connecticut or New England. References exchanged during interview. Salary demands moderate and consistent with opportunity afforded. Address P. W. 327.

ESTIMATOR. Position as estimator on tool and production costs, analyzing manufacturing operations and planning new production. Twenty-five years experience including metal stamping and screw machine products. Ten years as a tool and diemaker, fifteen on engineering, designing, checking, drawings and supervising. Present position, 2½ years, planning and estimating. Address P. W. 328.

SECRETARY-STENOGRAPHER. A young lady with excellent educational qualifications who has over ten years' experience as a private secretary and whose recommendations are of the highest stamp as to her character and business ability. She is now available and can qualify for a position as secretary, stenographer or a combination of office routine duties. For interview write P. W. 329.

MANAGER OR SALES MANAGER AVAILABLE. Has had unusually wide experience in advertising, sales management, manufacturing and general management. Has held important positions in middle west and New York. Qualified for best type of constructive merchandising. Now residing in Connecticut, desires connection with New England concern. Salary commensurate with results. Highest credentials as to character and ability. For interview address P.W. 330.

WHAT OUR READERS SAY

"I have just finished reading your historical series and, in my opinion, it is an exceptional piece of work. It gave me an appreciation of some of your key industries that I did not possess before.

"Having done some of this sort of work myself I have some understanding of the amount of research and digging necessary to collect the material and I think your presentation was excellent."—*Springfield, Mass., Reader.*

"I have just finished reading the May, June and July issues of CONNECTICUT INDUSTRY.

"Before I forget to do so, I want to tell you and your association that you have every reason to be extremely proud of these issues. The articles on Anti-Friction Bearings, Silverware and Brass and Copper are mighty well written, indicating a great deal of research and care. The articles mentioned are comparable to those in Fortune magazine. It is to be regretted that more Manufacturers' Associations do not follow your example in publishing a real magazine."—*Boston Reader.*

"Please accept our congratulations on your July issue of CONNECTICUT INDUSTRY which is devoted largely to very interesting articles on the brass and copper industry of Connecticut. For our files both in New York and Cleveland we are wondering whether or not you will send us two extra copies.

"Incidentally, your magazine is without doubt one of the best published regularly by any trade association that reaches this office."—*Publishing Company Executive, New York.*

"At this time the writer wishes to state that we greatly appreciate 'Connecticut Industry' and enjoy reading the same. We especially appreciate the forceful articles by our President, Mr. E. Kent Hubbard."—*Industrial Executive, Bristol.*

"I see by the Hardware Age current number that a very interesting article on the Connecticut Builders' Hardware Industry appeared in your issue of October last.

"I would very much like to obtain a copy of this article, and if you could send me one, I will be glad to send you the price of the magazine issue for that month."—*Hardware Dealer, Pittsburgh.*

"We are very much pleased with the article in your September issue of 'Connecticut Industry.' In fact, we would like to secure reprints of this article for our own distribution.

"Let me say again, that we are decidedly pleased with your treatment of the subject."—*Industrial Executive, Bridgeport.*

This space was contributed to Connecticut Industry by a friend. The excerpts above were taken from our file of "Comments" received during the past two years.